

January, 1918

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Electrical Merchandising

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These are Your Customers and Ours
Ours — through You!

The WESTERN ELECTRIC policy is to sell through the dealer,
to create new customers for the dealer—customers that are

Ours — through You!

Western Electric Company
INCORPORATED
Offices in all Principal Cities



Do You Get the EDISON Sales Builder?

Each month it is full of items of vital interest to all Edison MAZDA Agents. Its editorial matter keeps you in touch with all phases of the lighting field and current developments in lamp production.

There are interesting articles describing new schemes and methods of lighting practice.

A special section is devoted to *Selling Forces* and

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If you are not already on the mailing list, write to us today and receive the next issue of the Edison Sales Builder.

EDISON LAMP WORKS OF GENERAL ELECTRIC COMPANY
HARRISON, N. J.

7530

GENERAL ELECTRIC COMPANY

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

With which is incorporated ELECTRICAL MERCHANDISE

Volume 19

January, 1918

Number 1

We—The Working Soldiers

FEW men in the electrical trade wholly realize their position, their importance. A service flag in the window—a check to the Red Cross—a few Liberty Bonds—these they believe are their contributions to the Great Cause. But with the New Year, the time when we reflect upon the past and make our determinations for the future, it is well to take stock of our true status as “working soldiers.” Are we doing our part? And is it a worthy part?

The great national movement for food conservation has focused the interested attention of each household on its kitchen practices. The growing migration of domestic labor from the scullery to the munition works is forcing action in a hundred thousand homes. And here comes electricity with adequate and satisfying relief—which means that the appliance merchandising opportunity is going to grow and broaden in each town.

Last year there were sold \$10,000,000 worth of washing machines—\$3,000,000 more than in any previous year, or roughly, 200 extra machines a day. Each such machine relieves some woman annually of 50 days of drudgery. So the electrical trade, during this year when the draft was claiming its men, when charity and patriotism were claiming its money—this year the electrical trade saved the women of America a total of 8,000,000 days of drudgery.

DOES that seem worth while? We believe it is. And add to that the other savings of time and labor which follow from the increased use of electric appliances. We have sold \$6,000,000 worth of heating utensils—probably a third more than any previous year. We have sold almost an equal value of vacuum sweepers. If the annual time-saving of all these appliances could be added together and evaluated at the current price of household labor the amount in ten years would about equal the first Liberty Loan.

That much we have done—we working soldiers in the electrical trade. Now, what of the future?

The situation points its finger squarely at the contractor, the dealer and the central station man. Will they continue to render hearty service? Will they see the national service in the local work they are to do? Will they realize that it is war service they render when they convert a manufacturer to electric power and improve his plant by installing electric drive and light, when they convert a household and equip it more efficiently with electric labor-saving apparatus?

THIS is the point o' view that we must follow through 1918. We are the working soldiers. Our country calls on every one of us for eagerness—day in, day out—a new high record of achievement.

Cashing in on Clearance Sales

How Other Merchants Take Advantage of This January Opportunity—
The Way It Works in the Electric Store

By EARL E. WHITEHORNE

A GREAT MANY MERCHANTS handling seasonal goods make a practice of carrying goods over from one season to another rather than close them out at a reduced rate before the end of the season. This practice invariably results in their being carried on the books at a higher price than they are really worth. Also the cost of carrying them, including such items as insurance and taxes, will add to their cost. Then, too, there is always the risk of a radical change in public taste which will render it impossible to market the goods at the price they could have been sold during the previous season. The merchant should take all these things into consideration, and in all cases where the goods are not staple he will probably find it very much better to close out his odds and ends at a reduced price.

EDWARD N. HURLEY

Chairman United States Shipping Board and Ex-Chairman Federal Trade Commission,
in his book, "The Awakening of Business"

IN JANUARY every year the department stores put on their annual clearance sales. Why do they do it? It is an institution so established both among the merchants and the buying public that there must be some good profit to both sides, and the electric store should take advantage of the practice.

The Clearance Sale means what it says. The purpose—which is understood by every shopper—is to clear the shelves and stockrooms of all merchandise which for several reasons ought not to be carried longer:

1. Because it is shop worn or damaged.
2. Because it is obsolete.
3. Because it is "odds and ends" that cannot profitably be advertised and supported.
4. Because the price has ceased to be maintained and the lines cannot be sold any longer with the necessary margin.
5. Or because it is style goods which must be turned over quickly if it would show a profit.

And there are other reasons. But beneath it all is the desire to do three things—(1) to reduce the overhead burden of interest on investment in stock; (2) to clear out everything but

new, good, going stock, and (3) to cash in on the large volume of bargain-hunting business that every year is the feature of the month of January. And if it is a good thing for the department store, it is a life saver to the electric shop, where the very nature of the merchandise accumulates shop-worn appliances and the incessant progress of manufacturer is bringing out continual improvements year after year, so that the stock must move or become obsolete.

DEAD STOCK A BRAKE ON BUSINESS

When you consider the ease with which the malady is cured it is a marvel that so many electric stores and central station salesrooms are so grievously afflicted with dead stock. I have seen this old stuff piled up in so many stockrooms. Nobody wants it and apparently nobody cares. The sales manager of one of the most energetic appliance manufacturers tells me that as he looks over the daily reports which his salesmen send in covering their calls, six out of ten that report no sale attribute it to dead stock on hand.

"It is the greatest deterrent to business that we are up against," he said. "It blocks the wheels right down the

line. The local store man who has a lot of money tied up in obsolete stock cannot finance new purchases.

"This sort of a merchant does not know that the value of any merchandise is what it will sell for.

"If merchandise won't sell, its value is nil—and the merchant's loss equals the purchase price plus freight and store handling, plus interest charges to date. This latter item is a daily increasing load. Therefore, no matter what the margin of profit the dealer expected, he had better sell the goods at cost or less, releasing his capital for new purchases, and at the same time stopping the item of interest charge.

"So he just drags along. He sells almost nothing in his town. The manufacturer sells him nothing. But if he would clear this dead stock out we would all do business."

It is the truth.

It needs no argument, however, to prove that it is bad for any merchant to keep dead stock around the house. It means that just so much of his good money is not turning over, is not making any profits. Instead of turning his capital over three or four times every year at ample profit, he is turning only part of it. It may slow



In the large Electric Shop of the Commonwealth Edison Company in Chicago the basement is especially fitted up as a bargain salesroom. Here what is in effect a continuous clearance sale is in operation, disposing of shop-worn goods sent down as necessary from the busy store above. To add to the interest, other special low-price lines are also featured here

him down so that he is hardly moving. Yet if this man should once go out into his store rooms and gather all the dead stock and spread it out and look it over, he would be appalled. He may know that he has roughly \$1,000 tied up in dead stock. He wishes he hadn't. It irritates him. It discourages him. But let him see that stock together once and he will act. If he could just get his money out of it he would be tickled to death. He would take a loss if necessary to clean up. But that's *not* necessary, for a January clearance sale each year will keep his stock healthy and without sacrifice.

HOW TO SELECT THE BARGAINS

The staging of a clearance sale is a simple trick of merchandising that any electric store man can swing without a bit of difficulty. It needs five things to assure success.

1. Selection of the stock to be sold.
2. Intelligent, proper pricing. *This is vital.*
3. A good clerk to sell the goods inside the store.
4. Good display in the window and the store, designed to sell other things besides the bargains.
5. Standard bargain type advertising in the newspapers.

All this is easy, but each of these five factors is essential and must be considered carefully point by point.

In selecting stock for a clearance sale there is just one way to go about it. The man who knows what the stock should sell for is the man who should put the price upon it. He may or may not be the buyer. The manager, the man who knows the store

problem best, should choose what shall be called dead stock and put into the sale. He must go over the stock very carefully and thoroughly and pick out the six classes mentioned before.

1. Class as shop worn all appliances that have been tarnished or dented in handling and cannot be put in good-as-new condition without going back to the factory. If it has been taken out of the store for any such reason, bring it forth again and sell it now.

2. Class as obsolete the old-style flatiron or toaster that has been on the shelf six years and is a freak compared with present models. Throw in the old fan that is so heavy that nobody wants it nowadays. In short, in-

clude almost everything that you feel to be out of date and at a disadvantage on account of conspicuous old style.

3. Class as odds and ends the lingering samples of some other line you used to sell, but have closed out. You haven't wanted to display one or two of these alongside your present percolator, or whatever it is. Well, sell it now with everything else that is a misfit in your display.

4. Class as unprofitable the iron or flashlight or reading lamp that has been forced down below its proper price, because some other dealer has run a cut-price sale and killed it in that town. Don't hold onto anything that cannot sell for what it's worth.

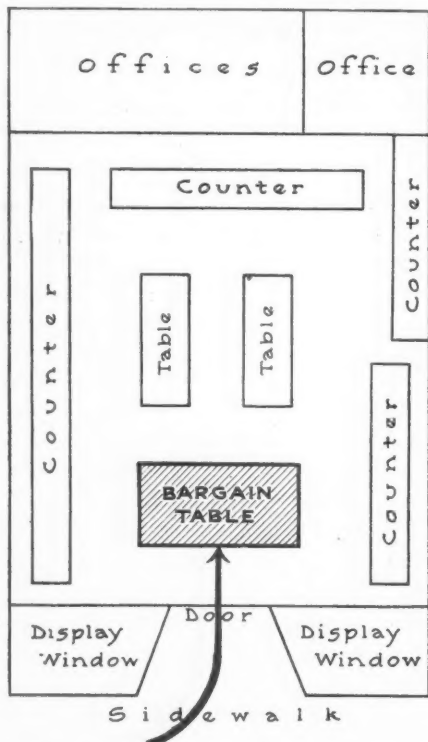


The Clearance Sale need not disrupt the balance of the store at all. Make the other displays as appealing as possible for these are the goods that will bring in the best profits. This picture shows the new store of the S. M. Bernheim Company of Birmingham, Ala.

5. Class as a sale specialty the line of inexpensive wooden boudoir lamps or shades or anything you've bought at a fancy price to offer as a bargain feature. If Christmas did not clean these out, get rid of them now in the clearance sale.

THERE MUST BE AN HONEST REASON FOR EVERY PRICE REDUCTION

This is the stock that belongs in the clearance sale. There will probably be more of it than you expect, and plenty to make an interesting offering.



For the January Clearance Sale put the big flat table right up in front of the door, where every one who enters will be obliged to walk around it and must see what is on it. Arrange the display so that it will impress folk both on entering and on leaving.

But never under any circumstances must new stock from your regular lines be priced down and included.

There must be an honest reason for every reduction that you make, and this reason must be stated clearly to the purchaser in person and in the advertising.

Examine every article that goes into the sale before you price it. What is it really worth to-day compared with your present line? How much should you take off its original selling price to make it move at once? Decide this on the merits of each case, then price it fairly and mark it plainly—"Tarnished"—"Dented"—"Old Style"—"Odd Piece"—or what you will. That is the way it is always done in the de-

partment stores and the "buyer" (because he is the sales manager of his department) is the man who looks at every piece and sets the price, with proper relation to present values.

Then when your clearance stock is ready, pull off the sale by putting all these bargains on a big table in the front of the store where everyone who comes in will have to see them. Display them as attractively as possible. Feature clearance sale advertisements in the newspapers, just as the department store does, in which a lot of the offerings are pictured and described, with prices quoted and reductions stated and the reasons for it frankly admitted. Then in your window display your best and most attractive lines, but with a striking sign or poster that will tell every passer-by that there's a clearance sale going on inside.

On the sale table itself have other signs that tell the story fully. Along with the bargain goods, display your regular full-priced stock, giving particular emphasis to appliances that will be compared with the devices on the bargain table. Then see what happens.

WHY THE PUBLIC WILL RESPOND

Hundreds of people, men and women both, wait for the January clearance sale each year to buy things that they want themselves or for their homes. It is an institution in the retail markets of the world. A hundred times we've heard our mothers and our wives say: "Better wait till January. You may buy it cheaper then."

A woman receives an electric toaster as a Christmas gift and shows it to a friend. The friend says—"I must have one of those. I'll just wait and see what I can do in January." In the meantime she looks up the normal price and when the clearance sale comes along she appreciates the bargain. People save up for January. Christmas gift money is spent in January. Years of habit have taught them to watch out for the annual inventory sale. It is a custom and we might as well cash in on it.

The particular advantage of the clearance sale is that it sells much more than clearance goods. The merchant who is content to let his customers look at the bargains only is a fool and pays the price in wasted opportunity. If he is careful he can make this clearance pay the biggest

profits of the year, first by turning his dead stock into live money, and at the same time selling full-price stock to greatly increased crowds of bargain hunting customers.

It always happens thus because the bargain hunter, though on bargains bent, has not forgotten the advantages of quality. When she reads your ad

for one day only MONDAY
A NEW GIFT BARGAIN
EVERY HOUR
ELECTRICAL

You'll be interested—because it's the very best word in Christmas shopping—a new electrical gift every hour all day Monday—at very special, low bargain prices, for either cash or time. The sale begins promptly at 10 o'clock Monday AND THE SPECIAL PRICE THAT HAS BEEN PUT ON EACH APPLIANCE WILL HOLD GOOD FOR ONE HOUR ONLY. During which time it will be demonstrated in our show windows. Study the schedule below—select the appliance you're interested in—watch the hour and be there promptly. Pay cash or a small deposit, the balance monthly—you get the special bargain price in either case.

It's Your BIG Opportunity to Give Something Electrical

Below are the bargains and the hour each appliance will be on sale at the special price.

<p>10:00-11:00 A.M. Toaster—Special price for making toast, baking for cakes or frying. A perfect cooking appliance and an ideal gift. Regular price, \$7. For this hour, Special price, \$5.50. Look at Monthly Payments.</p>	<p>11:00-12:00 P.M. Vacuum Cleaner—Heavy or lightweight. Regular price, \$25. For this hour, Special price, \$20.50 and \$22.50. Look at Monthly Payments.</p>
<p>NOON-1:00 P.M. CLOCK Small Appliances Toaster, Egg Cooker, Coffee Maker, Electric Kettle, etc. Regular price, \$1.50 to \$2.50. For this hour, Special price, \$1.25 to \$2.00. Look at Monthly Payments.</p>	<p>1:00-2:00 P.M. Vacuum Cleaner—The gift that says you care. Regular price, \$25. For this hour, Special price, \$20.50. Look at Monthly Payments.</p>
<p>2:00-3:00 P.M. Electric Sewing Machine—The gift that says you care. Regular price, \$35. For this hour, Special price, \$30.50. Look at Monthly Payments.</p>	<p>3:00-4:00 P.M. Electric Toaster—The gift that says you care. Regular price, \$7. For this hour, Special price, \$5.50. Look at Monthly Payments.</p>
<p>4:00-5:00 P.M. Electric Kettle—The gift that says you care. Regular price, \$1.50. For this hour, Special price, \$1.25. Look at Monthly Payments.</p>	<p>5:00-6:00 P.M. Electric Coffee Maker—The gift that says you care. Regular price, \$2.50. For this hour, Special price, \$2.00. Look at Monthly Payments.</p>

UTAH POWER & LIGHT CO.
"EFFICIENT PUBLIC SERVICE"
GROUND FLOOR KEARNS BUILDING

Here is another Clearance Sale idea, a sale that featured hourly bargains, with a different appliance offered each hour of the day to attract the shopper.

It interests her. It suggests that she may find the grill or heat pad that she wants and save some money. So she comes down to see. She pauses before the window and the quality appliances she sees there make immediate appeal. The poster prompts her to go in and see.

Inside the door she makes a careful survey of the sale display. She sees the appliances, the prices and the reasons for the reduction. She recognizes that these bargains are worth the money, and yet she doesn't warm to them the way she does to the other devices on display about the store. She finally decides to pay the full price and secure the best in quality, design and satisfaction.

That is the way it works. More standard goods are sold than bargains, if the salesman at the bargain table will just prompt the customer to make comparisons. If he will only set the bargain flatiron down beside the latest model, the customer will see and choose the better one in the majority of cases.

A SUCCESSFUL ESTABLISHED PRACTICE

It is not necessary, therefore, to have any great amount of bargain stock to justify a clearance sale. Just enough to make a fair display will do. Play it up and it will draw the crowd. But while it gradually is sold, the added trade will sell your standard goods at full price to all these bargain customers. For the clearance sale is not a time of cut price sales; it is a time of full profit sales with the elimination of dead stock as an added feature. *But the price of standard goods must not be cut one penny, or you have killed the market for that article for all time.*

HOW MANUFACTURERS HAVE HELPED SUCH CLEARANCE SALES

And these statements, this advice is based not on restricted evidence or limited experience. It has for years been the custom among manufactur-

ers, where they found a dealer loaded with dead stock, to take hold with him and help him put over a clearance sale.

Always it moves the goods and it opens the merchant's eyes and stimulates his business. Several manufacturers of electrical appliances have made this a practice and occasionally arranged for their salesmen to go right down the line and put in a day in each town helping the local dealer with a sale.

For with our class of merchandise dead stock grows quickly. Nickel tarnishes with handling, and shoppers naturally will pick up the goods. So if some system is not in force to rid the stock of shop-worn goods the burden grows until it is a brake on all the wheels.

HOLD A JANUARY SALE RIGHT NOW

Now is the time, therefore, to weed out all the relics of your storeroom and make money on them. Hold a January clearance sale at once. Follow the plan as outlined and you will be richer both by the capital you've received from the dusty shelves and the good profits that will come from all the other business that the presence of a bargain will develop.

Keep Liberty Bonds Out of Trade, Secretary M'Adoo Urges

Secretary McAdoo authorizes the following statement:

It has been brought to my attention that numbers of merchants throughout the country are offering to take Liberty Loan Bonds of the first and second issue at par, or even in some cases at a premium, in exchange for merchandise. While I have no doubt that these merchants are actuated by patriotic motives, I am sure that they have failed to consider the effect which the acceptance of their offers would have upon the situation.

We are making the strongest effort to have these government bonds purchased for permanent investment by the people at large, to be paid for out of the past or future savings of those who buy them. Purchases thus made not only result in providing funds for the uses of the government, but they also effect a conservation of labor and material. When the bonds are exchanged for merchandise, it defeats the primary object of their sale, it discourages thrift, and increases expenditures, thus depriving the government of labor and material needed for war purposes.

In addition to this, such bonds when taken in exchange for merchandise must in most cases be immediately sold in the open market. This naturally tends to depress the market price of the issue and makes it less easy to sell future issues at the same rate.

The New Electric Shop In One of Pittsburgh's Big Department Stores



Kaufman's, one of Pittsburgh's leading department stores, has just opened up a new electrical department—"Kaufman's Western Electric Shop"—where vacuum sweepers, percolators, washers and other devices that "Lighten the Labor of the Home" are grouped alongside household supplies, stoves, refrigerators and sewing machines.

The electrical contractor-retailer can learn many valuable lessons from his more experienced fellow-merchant, the department-store man—in arrangement of goods to meet the critical feminine buyer's tastes, as well as concerning the value of the January clearance sale in moving merchandise and making way for new stock.

To Launch New National Association on January 22

Meeting of Executive Committee Called at St. Louis This Month to Inaugurate National Association of Electrical Contractors & Dealers—Division Organization Completed

AT ST. LOUIS, on the twenty-second of this month, President Robley S. Stearnes will call to order the executive committee of the National Electrical Contractors and Dealers Association, and this committee will then formally take over the conduct of the former National Electrical Contractors Association under the new name in accordance with the constitution and by-laws adopted at the New Orleans convention on Oct. 12.

Already twenty-one state associations are in line, making five more than are needed under the provisions of the new constitution, to launch the organization. The Atlantic and Central divisions held their meetings in December and

STATE ASSOCIATIONS WHICH HAVE ADOPTED NEW CONSTITUTION, WITH DATES OF REORGANIZATION AND REPRESENTATIVES ON EXECUTIVE COMMITTEE

CENTRAL DIVISION

Central Division Members Executive Committee (Elected Dec. 12)

Louisiana	Oct. 17	For two years:	G. M. Sanborn, Indianapolis, Chairman.
Alabama	Oct. 18		J. A. Fowler, Memphis
Minnesota	Oct. 22		J. E. Sweeney, Waterloo, Iowa
Michigan	Nov. 9		
Missouri	Nov. 10	For one year:	Robley S. Stearnes, New Orleans
Ohio	Nov. 14		W. I. Gray, Minneapolis
Arkansas	Nov. 16		J. N. Pierce, Chicago
Tennessee	Nov. 16		
Iowa	Nov. 20		
Indiana	Nov. 26		
Wisconsin	Nov. 27		

ATLANTIC DIVISION

Atlantic Division Members Executive Committee (Elected Dec. 22)

New Jersey	Oct. 27	For two years:	W. C. Peet, New York, Chairman
Connecticut	Nov. 7		W. K. Tuohy, Springfield, Mass.
Pennsylvania	Nov. 23		M. E. Arnold, Philadelphia
Massachusetts	Nov. 27		
New York	Dec. 4	For one year:	George M. Chapman, Waterbury, Conn.
Georgia	Dec. 19		T. H. McKinney, Atlanta, Ga.
Maryland	Dec. 20		Paul H. Jaehnig, Newark, N. J.

PACIFIC DIVISION

Oregon	Nov. 17	Division meeting called for Jan. 12.
Washington	Dec. 13	

each elected six representatives to serve on the national board. The Pacific Coast section planned to hold its conference early in January to select its two members of the board. In addition to the elected members of the executive committee listed on this page, there are three members of the executive committee provided to be appointed by President Stearnes, and for these appointments the names of Fred Werk of Cleveland, Frank Adam of St. Louis, and a representative of a third State otherwise not represented, have been tentatively suggested.

The meeting at St. Louis on Jan. 22 will mark the actual transition of the National Electrical Contractors Association into the new National Association of Electrical Contractors and Dealers, concerning the plans for which much has been published in recent issues of ELECTRICAL MERCHANDISING. As soon as the new executive committee has taken over the affairs of the association, it will elect from among its members a chairman, a sec-

retary and a treasurer. Harry C. Brown, the present secretary, will undoubtedly be named secretary of the new association, which will open headquarters at Chicago about April 1, the new central location having been adopted to put the association headquarters in easier reach of the whole national membership.

Central Division Ready Dec. 10

The first meeting of the executive committee of the Central Division of the National Association of Electrical Contractors and

Dealers met at the Hotel La Salle, Chicago, on Dec. 10. The principal object of the meeting was to elect six national executive committeemen.



G. M. SANBORN

New Permanent Chairman of Central Division National Association of Electrical Contractors and Dealers



W. C. PEET

New Permanent Chairman of Atlantic Division National Association of Electrical Contractors and Dealers

Received.....
Referred for Vote.....

Elected.....
Rejected.....

NATIONAL ASSOCIATION of Electrical Contractors & Dealers

State Association of Electrical Contractors & Dealers

Application for ☐ MEMBERSHIP
☐ ASSOCIATE MEMBERSHIP

Date.....

To.....

State Secretary..... State Association of Electrical Contractors & Dealers.

DEAR SIR:

We hereby make application for ☐ Membership
☐ Associate Membership in the National Association of
Electrical Contractors & Dealers and in the..... State Association of Electrical
Contractors & Dealers, and enclose herewith check for \$..... to pay the following:

National Membership Fee	\$10.00
National Dues in Class..... (based on previous 12 months' business) for current quarter	\$.....
State Membership Fee	\$.....
State Dues	\$.....
Total	\$.....

We have been in business as ☐ electrical contractors and dealers
☐ electrical dealers for the past..... years
and believe that we qualify under Articles VII and VIII of the National and State Constitutions.
We have read the National and State Constitutions and agree, if elected, to abide by the same
and all the rules and regulations of the organizations.

We give as references the following, from whom we purchase (at least three references
should be given):

Our representative will be.....
Our alternate representative will be.....

(Signed).....
Street.....
City..... State.....

We recommend the above
applicant for membership:

NOTE: All blanks must
be completely filled.

To be signed by
three Members or
Associate Members

Application form for membership in the new National Association of
Electrical Contractors and Dealers

The election result is as follows: J. E. Sweeney, Waterloo, Iowa; G. M. Sanborn, Indianapolis, and Joseph A. Fowler, Memphis, Tenn., elected for two years. J. N. Pierce, Chicago; R. S. Stearnes, New Orleans, and W. R. Gray, Minneapolis, elected for one year. G. M. Sanborn was elected permanent chairman of the executive committee of the Central Division. Harry C. Brown was elected temporary secretary of the Central Division.

Before the meeting of the Central Division could be held, according to the new constitution and by-laws, it was necessary for six states in the Middle West to organize under the new plan. Seven states had, however, already actually organized, and were represented at the meeting. In addition there was a delegation from Illinois, a State which is not yet reorganized, but is planning to do so. Colonel

Stearnes, who was present at the Chicago meeting, was optimistic regarding the progress made in the new organization, and outlined his tentative plans to hold a meeting of the executive committee of the new national association, which he later announced for St. Louis, Jan. 22.

The matter of paying expenses of delegates to the Central Division to the meeting of the executive committee of the Central Division was discussed. Colonel Stearnes, as president of the national association ruled that the expenses should be paid by the national body, and suggested that on account of the extraordinary expense which the national association was bearing at the present time, each State individually extend credit to it by carrying the expense of the State delegate for a period of from six to nine months, after which time they

would be reimbursed by the national association. It is expected that divisions other than the Central Division will also follow this plan.

Ernest McCleary of Detroit, who was elected chairman of this meeting, urged that the first meeting of the members of the Central Division be held just prior to the next Central Division executive committee meeting, and at the same place. After some discussion, it was decided that this procedure should be followed.

At the close of the meeting the members of the executive committee were provided with the new form of application blanks which are used in soliciting membership for the National Association of Electrical Contractors and Dealers. A copy of this form is reproduced herewith.

Atlantic Division Organized Before Christmas

The organization meeting of the Atlantic Division of the new National Association of Electrical Contractors and Dealers was held at New York City on Dec. 22, Chairman James R. Strong having more than filled his quota of the seaboard states necessary to elect six delegates to attend the national organization meeting and elect the new executive committee which will govern the national association.

Seven Atlantic division states were represented when Chairman Strong called the meeting to order, Georgia and Maryland having been the two to come into the fold since the last list published in the Dec. 15 issue of ELECTRICAL MERCHANDISING. The entry of these states brings the total number in the Atlantic division up to seven, leaving one State to spare in fulfilling the constitutional requirements that six states in the Atlantic Division might elect the six Atlantic Division representatives.

The delegates present quickly got down to balloting, with the result that W. C. Peet was elected as the new chairman of the Atlantic Division, and also as a member of the board for a term of two years. W. K. Tuohey, Worcester, Mass., and M. E. Arnold, Philadelphia, were also named as members of the board for two years, while George M. Chapman, Waterbury, Conn.; T. H. McKinney, Atlanta, Ga., and Paul H. Jaehnig, Newark, N. J., were each named for one year.

"Lighten the Labor of the Home"

Selling Labor-Saving Appliances in \$200 Groups

How Indianapolis Central Station Company Has Been Conducting
a Systematic Appliance Campaign Which Is Planned to Interest
the Man of the Family as Well as the Woman of the Household

By L. C. SPAKE

THE Merchants Heat & Light Company, Indianapolis, Ind., has been conducting a "Lighten the Labor of the Home" campaign, in which it is planned to reach not only the housewives, but the men of the home as well. The company has gone into the campaign with a set of appliances which it believes to be consistent with its slogan, "Lighten the Labor in Your Home," adapted from the campaign motto originated by ELECTRICAL MERCHANDISING. The electric cooker, the electric iron, the suction sweeper, the washing machine and the sewing-machine motor are believed to be the real "lighten-home-labor" appliances, and hence these five are being made the mainstays in the campaign.

The company has taken 6500 names from its ledgers, selecting primarily the names of people who live in districts where people would probably be interested in solving the servant problem or reducing the labor of the woman of the house. The salesmen of the company have been set at calling on these 6500 people, each of whom have already received a circular letter addressed to the lady of the house, bringing to her attention the fact that the company is interested in showing her how to reduce her home labor. One object of the salesman's call is to find out what particular appliances the lady is interested in and the other object is to secure her husband's downtown business address. The

salesmen, in calling upon these people, have abandoned the use of regular business cards, and during the campaign are using a special card, a copy of which is reproduced herewith. Newspaper copy is also being used in both the English and foreign-language press to tie in with the campaign.

When the company has made a complete canvass of the 6500 people and secured the business address of the husband in each case, a second circular letter is sent to the husband. In fact, the intention is to put the real sales effort on the husband. During December every emphasis was made in pointing out to him the desirability of making his wife a Christmas present of the entire group of labor-saving

DEAR MADAM:—

Are you having trouble with the laundress?

Can you get a satisfactory maid or scrub woman?

Can you find a capable seamstress?

Many women cannot, and it will be worse instead of better as the women replace the men who have gone to the front.

We can and will help you if you wish.

An iron—a washer—a sweeper and a sew-motor will iron out your difficulties and their expense is soon met by the savings they make.

You can buy them with the savings and never know you paid for them and enjoy them as long as you live.

A cooker prepares the poorer meat cuts so you cannot tell the difference and saves a lot of money in the year. It saves cooking bills, too, and is always there when you want it most.

Lighten the Labor in Your Home by providing yourself with these money-saving devices at once.

It will give you more time to help in Red Cross and French relief work and in the many things we will have to do for our own.

Phone us to-day—we come and tell you all about our wonderful plan to help you meet the rising expense of the household.

Yours truly,
MERCHANTS HEAT & LIGHT COMPANY,
R. A. MACGREGOR,
Sales Manager.

RAMacG-IB

A copy of the circular letter sent to the lady of the house at the outset of the campaign

DEAR SIR:—

Do you write your letters still in longhand?

Do you add columns of figures by pencil and paper?

Does your wife sweep her house with a broom?

Does she treadle the machine in the old way?

Why?

We want to call your attention to the fact that domestic help is scarce and growing scarcer.

We also want to add that eatables are high and going higher.

What are you going to do—grin and bear it? You shouldn't, for there is a way out.

With a washer, an iron, a sweeper and a sew-motor nearly every woman can be independent of the home labor problem.

With a cooker enough may be saved to keep the total eating expense normal and the heat will be always reliable and uniform.

Will you give your wife at home the same advantage you have in business?

If so, now is the time when the greatest help and savings can be achieved.

Phone us to help you.

"Lighten the Labor in Your Home."

Yours truly,
MERCHANTS HEAT & LIGHT COMPANY,
R. A. MACGREGOR,
Sales Manager.

RAMacG-IB

This form of circular letter was sent to the husband after his business address had been obtained



Window display in the company's downtown store during the campaign, calling attention to methods of lightening the labors of the home. Note how the chief selling arguments are literally "tied up to" the devices to which they apply.

<p>Lighten the Labor in Your Home</p> <p>No disappointments from the laundress when you use a washer.</p> <p>Electric Washer</p> <p>Our plan gives you a washer on the savings from the washing.</p> <p>MERCHANTS HEAT & LIGHT CO.</p>	<p>Lighten the Labor in Your Home</p> <p>The electric iron has taken the labor from ironing.</p> <p>Electric Iron</p> <p>Every home should have an iron. Prices as low as \$2.50.</p> <p>MERCHANTS HEAT & LIGHT CO.</p>	<p>Lighten the Labor in Your Home</p> <p>You can sweep as well as the maid and not get a backache with a</p> <p>Hoover Vacuum</p> <p>It saves the rugs but gets the dirt.</p> <p>MERCHANTS HEAT & LIGHT CO.</p>	<p>Lighten the Labor in Your Home</p> <p>Solve the high cost of living with a cooker.</p> <p>Cooker</p> <p>Old hens taste like chickens when cooked this way.</p> <p>You save 15 cents a pound.</p> <p>MERCHANTS HEAT & LIGHT CO.</p>	<p>Lighten the Labor in Your Home</p> <p>Make the children's clothes this winter. It saves money.</p> <p>Sewing Machine</p> <p>You can sew all day and not get tired if you use a motor.</p> <p>MERCHANTS HEAT & LIGHT CO.</p>
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Above are reproduced some of the gummed stickers which were attached to every package and every statement sent out by the company. These panels were also used as copy for newspaper ads run during the campaign.



Window displays of this sort were used in the company's store to tie in with the campaign. The balance of the facade of "selling" windows, as they were effectively used in the Merchant company's "Lighten-Home-Labor" campaign. "Conservation" as well as labor-saving was emphasized in these window displays.

appliances. For the purpose of making easy the matter of selling the whole group, a price of \$200 has been placed on the group, but if any article is sold singly, it is sold at the regular list price.

ADVERTISING BY BANNERS ON TRUCKS

In addition to the newspaper and circular letter advertising, the company has been using banners on all of its trucks, and using stickers on every package and every bill that leaves its place of business. The company has prepared five different kinds of stick-

Lighten the Labor in Your Home

WE'LL SHOW YOU HOW

MERCHANTS HEAT & LIGHT CO.

Presented by *John Smith*

The salesmen's regular cards bearing the company's name were abandoned in favor of these special cards for the campaign.

ers. It is the plan to use one of each kind on each of five consecutive bills as the bill clerk runs through the list.

It is believed that this difference in the character of the sticker will start neighborhood gossip about the campaign and this will in turn assist in creating mouth-to-mouth advertising of the most valuable sort, adding popular interest to the campaign.

R. A. McGregor, in speaking of the campaign, declares that, judging from the number of interested people he has encountered and from the prospects that have been reported, the company's sales as a result of the campaign will run 60 per cent above the sales for last November and December.

"To Labor and Material Costs Add 50 Per Cent"

Building Success Out of a Failure

The Story of a Contractor Who After Twenty Years Found Sound Prosperity by Studying His Costs and Following Out His Lesson

By W. E. BAYARD

I HAD a long talk the other day with Mr. Sandbach, who is the W. B. Sandbach Electric Company of 2 East Thirteenth Street, New York City. Mr. Sandbach is what you might call a "small contractor," in that he employs a small force and directs and supervises his own men. He told me a story of personal experience that is one of the most interesting I ever listened to. He has been applying the Goodwin doctrine, the Pacific Coast Merchandising Plan, to his own business, and what it has done for him should be an inspiration to every other electrical contractor who feels that he is not succeeding as he should.

HE AWAKENS TO A FAILURE

To Mr. Sandbach there came the time, just as it comes to every other thinking man, when he took his foot rule out and measured himself and what he had accomplished. And after twenty years in business what he could show was not enough. It was not enough to compensate for all his time, the work he'd done, the good experience he'd sold to customers and the volume of the business that had been passed through his hands. When he set it down in figures on a pad the actual dollars that he had laid away

as his own, the product of those years, were such a paltry few that it was actually a tragedy, just as it is with thousands of other contractors and other business men in other lines.

He had lived in comfort, but a salaried job would have done that much. And he had not been earning any salary. He had been taking his chances on the profits of his business. Was the Boss not entitled to as much as every employee is guaranteed?

Well, it was just about this time that W. L. Goodwin came out of the West and brought his message to the contractors. Sandbach heard him. It answered his urgent need exactly. He set to work at once to make a conscientious application of the principles which Goodwin and ELECTRICAL MERCHANDISING are striving to implant in the head and heart of every contractor. For Sandbach's is the typical case—good work entirely discounted by unsuccessful business methods.

Here was the situation as Mr. Sandbach expressed it to me: "I realized that in all my years in the contracting business I had been selling four things," he said. "I had been selling labor which I hired and material which I bought and job expense which I paid, and in addition my own per-

sonal experience—my knowledge of how to do the job and my ability to do it. I had been charging every customer to cover the cost of the first three items with a proper profit, but I never had been charging for the fourth. The public had been getting all the benefit of my work without paying for it. They had come and hired me to do something they wanted done but couldn't do themselves. I had done it, but I had not charged for my services. I had simply looked for my income to the profits on the earnings of my labor and material. I saw it was not right, for had I been a salaried superintendent, and the business owned by some one else, my cost would naturally have been an item on each job."

A SALARY FROM ALL CUSTOMERS

So Mr. Sandbach asked himself what he would earn if he were superintendent and not boss. He figured that on such a basis \$50 a week would be about right. He began at once to credit himself with that salary, and distribute it across the jobs he did, so that the customer quite properly was paying for the service that he personally rendered in proportion to the size of every job. And then on top of that, instead of adding on a profit

that he thought the job should and could bear, he began at once to study his costs. And when he found his "overhead" ranged about 23 per cent, he followed ELECTRICAL MERCHANDISING'S formula and added 50 per cent to labor and material, his own labor included. That set the price for every job and put his business on a solid basis of sound policy.

MEETING THE TEST

It worked. Sandbach said: "The crisis came within a few days, when I handed in an estimate and the customer wagged his head and said, 'Mr. Sandbach, you're too high. Can't you come down a bit?' It was a test. I knew that if the principle was right there could be no more coming down. So I let that contract go, and I have kept on letting all jobs go that would not pay me what they should. And now when I secure a job I am easy in my mind. I know that I'm not working on a dead horse. No, I'm through with bones."

"And another thing," continued Sandbach, "I have a different class of customers to-day. I'm through with the man who says, 'Take it for this, this time. You'll make it up on the next job.' For if the next job ever comes it is most apt to be another 'this time,' and hope deferred will buy no bread. I've weeded out these customers. They have dropped me. I am working not quite so many men and doing not quite so many jobs, but the time and energy I used to put into the profitless work I now apply in part to getting business of the better class, and the result is infinitely more worth while."

EVIDENCES OF SUCCESS

Nobody but a contractor who has been through just this experience can realize what all this means to Mr. Sandbach, not alone in money, but in confidence, in release from worry and in the enjoyment of his work. Financially he has been the gainer in two ways, first to the measure of the salary he had formerly neglected to collect from job to job, and second by the uniform earning of a proper profit from *all jobs*. There is an end to work taken on narrow margins. Every contract pays its share in justice both to Sandbach and to every other customer. And the effect of this has shown itself immediately in money in the bank, in a better collection record

—since a better class of customers are better pay—and as a direct result, of course, the accounts payable have been reduced. The turn-over is quicker and more profitable.

LINING UP THE STAFF

To accomplish this it has been necessary for Mr. Sandbach to do a little organizing in his office and his shop. Unless the foreman and the office staff will see the light and work for it, the proper records will not be maintained. And he cautions every contractor that this is an essential factor. "If the boss has been working in a rut," says Sandbach, "so has

to the meetings where I heard the Goodwin doctrine expounded. It is only by getting together and discussing business ideas and costs that the contractor can educate himself in the principles of price and profit. And it is only by such organization that the misguided price cutter, the man who throws his work away and embarrasses every other worker in the same field, can be made to feel that he is ostracized, that he's an outcast and not wanted by his fellow men.

"There is only one way to do contracting. Let each job pay for itself. For business is not a marriage contract. When the job is done the



"I realized that in all my years in the contracting business I had been selling four things—labor which I hired, material which I bought, job-expense which I paid out, and in addition my own personal experience—my knowledge of how to do the job and my ability to do it. I had been charging for the first three items, but not the fourth. The public had been getting all the benefit of my work without paying for it. I saw it was not right."

W. B. SANDBACH.

Read how he solved the problem and found new prosperity by making due allowance for overhead and profit.

TO LABOR AND MATERIAL COST ADD 50 PER CENT

the staff. They must be educated also, or replaced. There is no half-way measure. Without an accurate cost accounting the business cannot thrive. Without co-operation from his staff no contractor can keep costs and profits where he should."

But Mr. Sandbach's message to the contractor, in light of his own fortunate experience, is at bottom an indorsement of price education. "The opportunity in the small community and in the city is the same," he says. "Every man entitled to put up a shingle should belong to some organization where he can meet his fellow workers and compare his costs and profits. And by belonging I mean attending meetings, for that's where the benefits are found. If \$10 bills were passed around at every meeting, every member would be there. Well, so they are, in ideas worth as much as you will make of them.

"The new policy, the new prosperity that has come into my business I owe

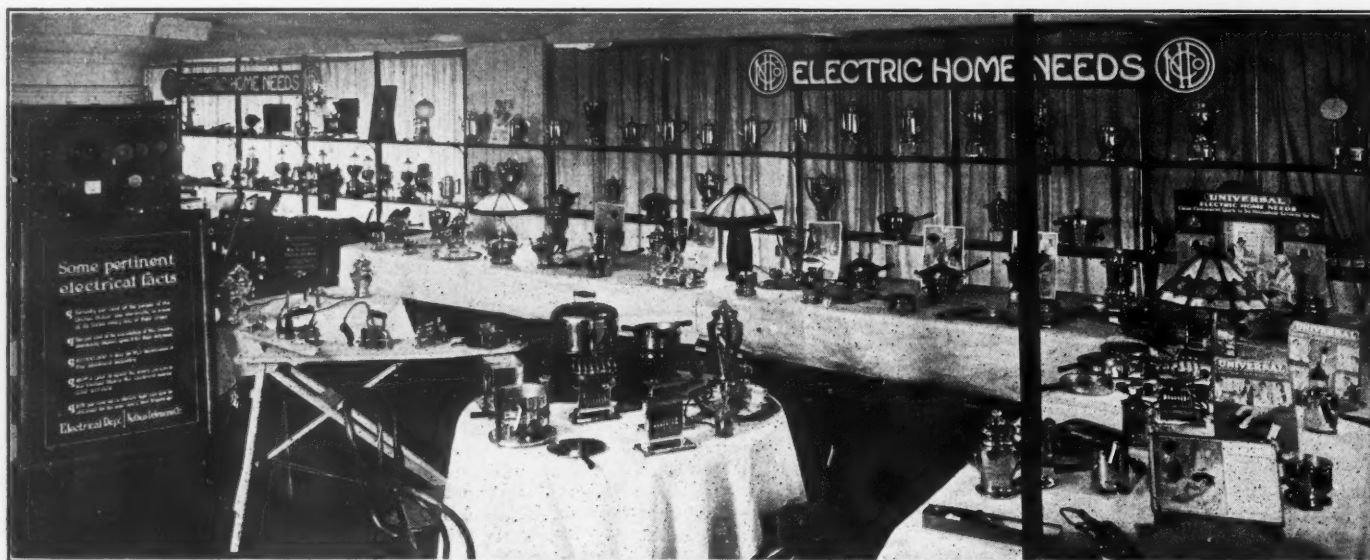
customer may leave you. You can't risk waiting for your profit till the next time."

Mr. Sandbach feels that this is only the beginning in the revolutionizing of his business methods to insure his earnings and protect himself against both worry and risk of loss. He is about to figure another small item into the cost of every job—to establish and build up a sinking fund to carry the inevitable losses which must come to every man in the course of business. Also, he plans to take advantage of the growing use of trade acceptances both in his buying and in collecting from his customers.

But down behind it all, the very basis of his new success and all its future promise must stand the allowance for "overhead" and profit on the individual job. Which, for an "overhead" of 23 per cent and profit of 10 per cent, is figured by the formula "To Labor and Material Cost Add 50 Per Cent."

The Department Store Man's Relation to the Contractor-Dealers' Association

Leading Pacific Coast Merchant Explains His Own Overhead Cost of 34 Per Cent on the Sale of Appliances; "The Competitor Who Is Not Making Money Is the Dangerous Competitor," He Declares



A department devoted to electrical appliances in one of the ten Pacific Coast department stores managed by A. B. C. Dohrmann, whose views on merchandising principles are set forth in the accom-

panying article. Mr. Dohrmann not long ago joined a local association of contractor-dealers, "to learn," as he puts it, "what the association can teach about selling electrical appliances."

By NATHAN A. BOWERS

NON-ELECTRICAL merchants handling electrical appliances are expressly invited to become associate members of the new National Association of Electrical Contractors and Dealers—as readers of ELECTRICAL MERCHANDISING who have followed the development of the new constitution and by-laws well know.

Such merchants, by becoming association men, are likely to get new angles on the problems their electrical colleagues encounter in doing business, thus making them better competitors—or at least so believed the members of the national committee who framed the new constitution. And also through such exchanges of views the electrical dealers will themselves learn something interesting and helpful from the outside merchants.

Out on the Pacific Coast, where W. L. Goodwin first worked out his merchandising plan in actual operation, the electrical contractors and dealers frequently have as their guests at as-

sociation meetings well-known department store men and general merchants. And the Pacific Coast men have in many instances profited by the interesting discussion furnished by these outside business men.

Not long ago at a contractor-dealers' meeting in California one of the electrical retailers present launched into a criticism of "reduced price" sales by department stores. He pointed out the injury that results when department stores reduce prices to advertise "leaders." For by thus taking unfair advantage of the work which the manufacturer has done to establish a standard price for a standard article, the department store not only takes the business away from the merchant who specializes in this line, but destroys the market for the article at the regular price.

Up at the toastmaster's table that

evening, as the association's guest, sat A. B. C. Dohrmann, president of the Dohrmann Commercial Company, who manages ten department stores on the Pacific Coast.

The complaining electrical man waved his hand in Dohrmann's direction and with a twinkle in his eye continued:

"Why, the department store could afford to send an electric range down to our store gratis, because prospective customers would come to us for a demonstration and get all the dope about electric ranges, and then when we had practically sold the range they would go up to Dohrmann's store to buy it at bargain rates."

This brought a hearty laugh from Mr. Dohrmann and it was evident that he had some hot shot stored up for reply.

Mr. Dohrmann's turn soon came and every man in the room leaned forward to catch what he had to say. This was the first time that a department store

representative had come before this association and there were a good many present who nursed grievances, or fancied they did, against this class of retailers.

But Mr. Dohrmann had the whole crowd with him from the start. He was not only master of the situation, but it was evident that he knew a good deal about the retailing of appliances, and he convinced everybody that the department store could sell electrical appliances in an entirely ethical way, and that in doing so they would help the electrical dealers generally. All this came out later.

He began by saying that he had joined the local association of electrical dealers to learn what the association could teach him about selling electrical appliances. It was his purpose, he said, to increase the electrical appliance sales of his company, which had totaled \$180,000 in one year, and on which he said his company made a profit of 41 per cent gross.

HOW TO MEET UNFAIR COMPETITION

In a good-natured way he then showed the electrical dealers that they, and not the department stores, were the usurpers in the retail appliance field.

"Why the department stores had been doing this very thing long before electrical appliance shops were thought of. It's you fellows who 'buted into



The electrical appliance department in one of Mr. Dohrmann's southern California stores. Note the convenient platform for displaying vacuum sweepers. Also observe how the table appliances are "set off" by the white table covers—a point in arrangement which appeals to women customers and offers a suggestion to other electrical dealers.

the game,' not the other way round," said Mr. Dohrmann.

He also showed that the idea of cutting standard prices to make bargain sales was a thing of the past and that it is never done now by the better class of merchants. When it is permitted by some misinformed competitor, the thing to do, said Mr. Dohrmann, is to put on your hat, go over and see Mr. Price Cutter, and explain to him the error of his way. He said he had al-

ways found that a good, frank discussion of the matter would prevent its recurrence.

"HELP THE OTHER FELLOW TO SUCCEED, HIS SUCCESS HELPS BUSINESS"

"I believe you fellows will find, as we have found," said Mr. Dohrmann, "that the competitor who is not making money is the dangerous competitor. The best policy is to help the



"Lighten the Labor of the Home" is one of the maxims of this department store manager—and this electric appliance window display proves it! The placard at the extreme right says of electric service in the home—"its great convenience . . . becomes appar-

ent when we consider that it furnishes light, heat and power, without dust, dirt, smoke or smell; supplying service instantly by a simple turn of a switch—Nathan-Dohrmann Company."

Which sums up, pretty well, the message of "Do It Electrically."

other fellow to succeed, because his success helps business. If he succeeds in such a way that his success cuts into your business, compete with him and win out on quality of service—but not through lower prices.”

Outlining what had been accomplished by co-operation among retail jewelers, Mr. Dohrmann pointed out that the same principles would apply to the electrical trade.

“The little fellow and the big fellows in the retail jewelry field are each turning over to a central committee a statement of their individual costs of doing business, itemized as to earnings, selling cost, number of turnovers per annum, etc. These data are being studied and tabulated by a committee which will compute averages for various classes of business.

HOW THE JEWELERS CO-OPERATED

“One of the men who is interested in this co-operative scheme,” said Mr. Dohrmann, “a few years ago refused to receive me in his store as a visitor because I was a competitor. You can see how much the policy has changed when that man is now placing at the disposal of a committee representing his competitors every bit of information he himself has about his business.

“But this policy among the jewelers has paid mighty well. They have properly added to their selling prices the percentage of overhead, which affords them a fair margin of profit, and the public has not even grumbled about it. In fact, in the six years since its advent, their organization has progressed so far that now it arranges with manufacturers to put out silverware in patterns which will be sold only to members of the association.”

34 PER CENT AVERAGE COST OF SELLING APPLIANCES

But the subject in Mr. Dohrmann's talk which was evidently most significant to those present was his statement of the average cost of doing a retail business in electrical appliances. He had demonstrated positively, he said, that this figure was 33 to 35 per cent—nominally 34 per cent.

Thus, in order to make a net profit of 7 per cent of the sale price, the retail price must allow for a total difference between buying and selling price of 41 per cent—that is, *an article bought for 59 cents must sell for \$1.*

He felt sure, he said, that where a lesser percentage than this was fig-



The department store merchandising man takes pains to reassure customers unfamiliar with electrical devices. The window placard reads: "Every article offered by us is tested and recommended by experts. The manufacturers, and we ourselves, guarantee satisfaction."

ured it was because the dealer neglected to charge in his own time, or he eliminated rent because he owned the building, or for some such reason discounted the various charges that should properly be entered against the average transaction in this line. Mr. Dohrmann said in conclusion that

the one all-important motto was "knowing how," and this depended, he added, upon getting together—that is, discussing with perfect frankness the problems, ways and means essential to the success of the business. Every element in the operation of conducting the business of his firm, he said, was at the disposal of any electrical dealer present who cared to have it, and he urged that this same policy of co-operation be adopted among the individual members of the association.

MEET THE DEPARTMENT STORE MAN HALF-WAY

Mr. Dohrmann was welcomed as a member, and in closing the meeting it was made clear that the big men in the merchandising field can help the little fellows so much that the latter will do well to meet them half way—and also that they're lucky when competition on a large scale is in the hands of men like Mr. Dohrmann.

And as a result of Mr. Dohrmann's action other department store men have become interested in the particular association referred to, and have joined in exchanging ideas that make for better local business conditions.

“Of Course You Will Be Discouraged —But Keep On!”—F. W. Woolworth

A RECENT issue of the *American Magazine* contained an article on F. W. Woolworth, the man who owns and operates a 10-cent store in every town with a population of 8000 or more in the United States. The writer, after telling of Mr. Woolworth's attempts to establish himself in business, quotes his seven principles for success in business.

We are reprinting these principles here because of their value to every man who sells.

Mr. Woolworth's first attempts to establish a chain of stores were unsuccessful experiments. He opened a store in Harrisburg, Pa. He placed one tentatively in York, Pa. Indifference. He invaded Philadelphia. Poor business, and closing. He marched upon Newark, N. J. Nothing doing. Elmira, N. Y., with some results.

“I was discouraged,” said Mr. Woolworth of these earlier years. “But I kept on.”

And these are his deductions from

forty-three years as a merchant organizer and builder of the world's tallest structure:

1. Of course you will be discouraged. But keep on.

2. If you believe in an idea give it a chance. Some of my first stores failed because I hadn't studied the situation thoroughly. I placed my stores in the wrong part of the town. There's a right place. Find it.

3. Everybody likes to make a good bargain. Let him. Small profits on an article will become big profits if you sell enough of the articles.

4. I believe in doing business by and with cash. I had been in business several days before I knew how to make out a check. Large credit is temptation to careless buying.

5. Supervise details, but don't allow them to absorb you. Don't waste the time of a high-priced organizer on a clerk's job.

6. I prefer the boy from the farm to the college man. The college man won't begin at the bottom and learn the business.

7. There are plenty of opportunities for young men to-day. Many fail because they are not willing to sacrifice. No one ever got far who was in bondage to the body. You can't build a business on thoughts of having a “good time.”

The Pacific Coast Merchandising Plan As a Manufacturer Views It

By J. NELSON SHREVE

Vice-President and Treasurer Habirshaw Electric Cable Company

TO EVERY merchandise transaction there are two primary parties—the manufacturer and the consumer. Jobbers and contractors, wholesalers and retailers, are factors injected into the transaction solely for economic reasons to aid in distribution or physical supply, or to furnish the service of installation.

Any compensation or differential allowed them is only for service rendered. Every transaction of the manufacturer terminates only when the goods are sold in a satisfactory manner to the consumer; that is to say, in the case of wiring devices, the obligation is not complete until they are installed and paid for by the owner.

salers and retailers) provide in his selling schedule such differentials as will attract and encourage his wholesaler to buy from him in the most economical unit; and the retailer in turn to buy with the maximum of service to the manufacturer, dealer, and consumer.

I think that both Mr. Goodwin and the writer are agreed that there are only two reasons for discounts: one is quantity purchases and the other is the service which is rendered in the course of the sale to the prospective ultimate consumer.

If, for example, a contractor in a certain territory equips a store, maintains a force of workmen and makes every ef-

While the Pacific Coast Merchandising Plan bears primarily on relations within the industry, it is Mr. Shreve's opinion that a more general understanding of the proper function of both the jobber and the contractor-dealer will help make clear the distribution methods which will deliver electrical products to the ultimate purchaser at the lowest possible cost.

Since the profits earned by the jobber and contractor are on goods in transit, it becomes necessary, as pointed out by Mr. Shreve in the accompanying article, for each manufacturer to simplify the operation of distributing these goods, thereby stabilizing the differential for their service, in order to accomplish the economic result of final installation at the lowest cost consistent with good materials and service.

to distribute his goods, we believe he should be compensated for the function he fulfills.

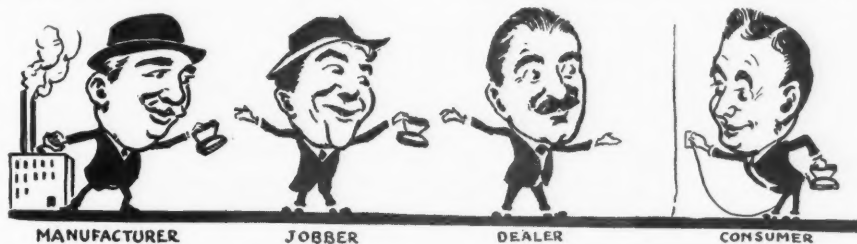
I do not recall that Mr. Goodwin has ever summed up in brief the primary thoughts of the effort he is making, and I am going to take the liberty of interpreting them as I see them.

1. That every concern use such a system of cost accounting as will determine, so far as possible, the actual manufacturing and distributing cost of each separate article or unit which they manufacture or sell, without any regard to the cost of any other article or unit.

2. That the obsolete idea of averaging overhead and of requiring every article sold to carry the same rate of overhead for manufacturing, warehousing and selling, be superseded by the correct method of charging each article only with the cost applicable to that particular article for manufacturing, warehousing or selling.

3. That each article sold and every transaction entered into should produce a profit.

4. Nothing in the Pacific Coast Merchandising Plan denies that manufacturers or central stations are not entitled to go into the jobbing business or the retail



To every merchandising transaction there are two primary parties—the manufacturer and the consumer. Jobbers and contractors, wholesalers and retailers—are factors injected into the transaction for economic reasons to aid in distribution or physical supply, or to furnish the service of installation.

It is therefore essential for every manufacturing concern to consider its goods as carrying full responsibility until the final sale is made to the public and the public's approval is acknowledged. It is then necessary to take the American public as a whole into consideration, in order that the entire public should be rendered service in connection with its electrical purchases, and the proper allowance must be made in merchandising in order to assure every customer of the necessary service.

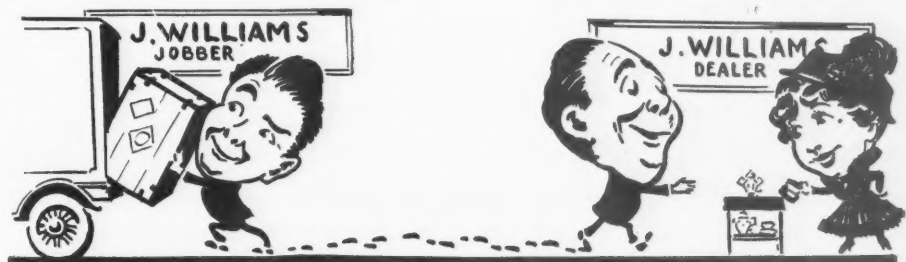
This means that every manufacturer must conduct his manufacturing operations in such a way that the goods will arrive at the shipping door in the most economical unit or quantities possible to manufacture; and having settled this, he should then determine upon a reasonable cost for taking goods in such standard quantities and disbursing them into quantities ordinarily used in wholesale trade.

DIFFERENTIALS WHICH WILL ENCOURAGE ECONOMICAL BUYING

He should then consider the cost of doing business with the retail trade and in turn disbursing this wholesale quantity into retail quantities. He should also (if he elects to distribute to the whole-

fort to serve the public, this effort, on his part, to equip himself, and the investment of capital which it entails, should be compensated by an additional discount allowed him by the manufacturer.

The same applies to the jobber. If he maintains an adequate stock of goods, a good warehouse and a competent selling force, differentiates between wholesale and retail business, and conducts his affairs along sound lines of credit and policy, thus assisting the manufacturer



Nothing in the Pacific Coast Merchandising Plan declares that manufacturers or central stations are not entitled to go into the jobbing business or the retail business if they so please, or that any contractor cannot likewise take up any function that he wishes, so long as such concern going outside its regular field recognizes all the factors of cost applying to that different branch of the trade into which it may embark—which will prevent the profit of its main business from being used to create destructive competition in another branch of the industry.

business if they so please, or that any contractor can not likewise take up any function that he wishes, so long as any concern engaged primarily in manufacturing, or any central station indulging in any function outside that indicated by its name recognizes all the factors of cost applying to that dif-



Let the obsolete idea of averaging overhead and of lading onto every article sold the same rate of overhead for manufacturing, warehousing and selling, be superseded by the correct method of charging each article only with the cost applicable to that particular article for manufacturing, warehousing or selling

ferent branch of the trade into which it may embark, thus preventing profit on their main business from being used to create destructive competition in some other different branch of the industry.

Associated Contractors of Paterson and Passaic, N. J., Meet

At the monthly meeting of the Associated Electrical Contractors of Paterson and Passaic, held at Paterson on Dec. 20, J. L. Flagg of the Washington Electric Company, Paterson, spoke in favor of the Goodwin movement, and measures were taken to enlist the aid of every dealer and contractor in Bergen County to make the movement a success. The New Jersey State association will meet at Newark on Jan. 26.

"Musical Instruments & Electrical Appliances"

SMITH is an electrical contractor-dealer. He had been doing an average business, and, until recently, he needed just the same things nearly every typical contractor needs.

He was, for instance, short on capital. He knew he should have a store on Main Street, but he could not see his way clear to meet the higher rent. He needed reliable help to extend his business into prosperous farming communities around his city, but he had tried hiring ordinary canvassers to help him break into the farm-lighting field, with no success.

He was just at the dead standstill stage that so often marks the turning point in a business. His position was that from which he could easily go one direction and keep in a rut that would pay a living wage, or he could, by a brilliant stroke, get on a basis that would mean a real income from his business.

Smith recognized these conditions and was looking for the solution when a friend in the musical instrument business confided that we wanted a Main Street store. The upshot of the affair was a partnership between Smith and the piano man—and a combined, but departmentized, electrical and musical instrument business.

Now that sounds like a peculiar combination, but it has really worked out splendidly. The main source of revenue in the music line is not in the city itself, for it has only 10,000 people. It comes from the prosperous farmers who live outside this Middle West county seat. As a piano salesman Smith's new business partner had

become acquainted with these people. To many of them he had sold goods that they now recognize as reliable. He has an established reputation as an honest merchant, who stands ready to "make right" anything that is not just what he said it was.

With this reputation, his acquaintance, and his knowledge of farmers as a foundation, the former piano salesman is going out to sell farm-lighting plants as well as pianos and Victrolas. He is not handicapped by a lack of detailed knowledge of the electrical business, because his partner, Smith, has that.

On the other hand, Smith is no longer cramped for capital, for his partner brought sufficient funds into the business to insure discounting all bills. The store on Main Street is now a reality, without the extraordinarily high rental charge, because the space is divided between electrical goods and musical instruments.

Smith does not have to worry about his outside sales help because he has confidence that his partner will work as hard as he would if he were in the field. Moreover, the combined store does enough business to afford a trim little lady who is equally adept back of the counter or over a ledger.

So Smith feels that he has accomplished the brilliant stroke that turned his business away from the rut. He says there is nothing particularly spectacular about a partnership, but at the same time he reflects that brilliance is not always spectacular, and that "results" are the real measure of the success of any enterprise.

The War and Electric Service—as Advertised to the Philadelphia Public in the Local Street Cars

"One thing the war has accomplished is to prove that electricity will do man's work better, more quickly and at less expense than any other way."

THE PHILADELPHIA ELECTRIC COMPANY

Enlist the Electric Iron, Washer and Sweeper in your household service, if you would best serve yourself, your family and your country!

Electric Iron
Electric Sweeper
Electric Washer

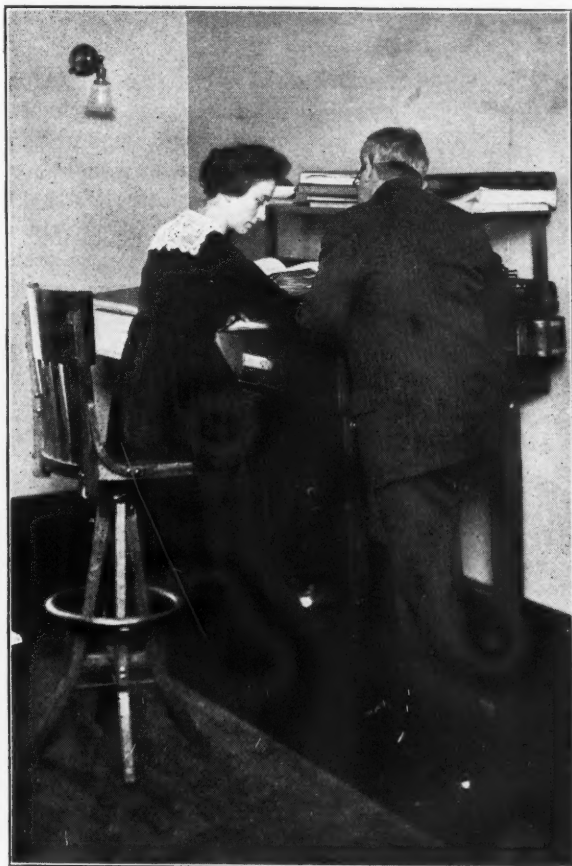
Easy payment terms on standard Electric sweepers and washers.

THE PHILADELPHIA ELECTRIC COMPANY

These street-car cards are two of a series which the Philadelphia Electric Company has been running in the Philadelphia street cars. The purpose of this advertising is obviously twofold: First, to remind the owners of factories, shops and plants that electric power

is the most economical substitute for man's labor; and, second, that electric appliances like the iron, washer and sweeper are equally important in the work of "Lightening the Labor of the Home." "Easy payments" are offered in the case of the larger appliances.

The Contractor as a Credit Man



How Business-Like Methods in Rendering Accounts, Encourage Prompt Collections. The Importance of Such Collections to the Success of the Business

"The first step in a credit system is proper bookkeeping—and that kept up to date. The items for which bills are to be rendered should be entered on the books at once. Time slips showing amounts of labor and material should be charged promptly and not allowed to accumulate.

"The second step is in sending the bill promptly. If the work is finished today, send the bill to-morrow. Don't expect the customer to

be overanxious to pay when dilatoriness has been the rule in getting the bill to him.

"If it takes the dealer a month to make out the bill, like will beget like. The customer will take his own good time in making payment. The customer who knows that 'Smith will want his money when the work is done' will be more prompt in paying Smith than he will in paying the contractor who renders a bill monthly."

Seventh in a series of articles on "Making Electrical Contracting Pay," prepared by the author especially for ELECTRICAL MERCHANDISING, and published in the issues commencing with June, 1917

By EDWIN L. SEABROOK

EVERY electrical contractor in his business conduct must deal with three elements—material, men and methods, although in a broader sense it may be said that methods are linked in the handling of material and men. If his methods in the shop or in erecting work on a building are faulty, the result is evident to the eye in poor work. If his methods in handling men are not correct, this is evidenced by the amount and quality of work produced. These come under his observation and can be quickly seen.

There is, however, another application of methods, the results of which may not be apparent to the eye, as in the case of poorly done work, but which are just as vital to the business conduct as the others are to the mechanical end of the job. Method is just as essential to business conduct as it is in laying out or executing a piece of complicated work.

In the electrical contracting business credit in some form is almost a necessity for 95 per cent of the business transacted. There is usually very

little cash over the counter in the electrical contracting business. Credit being a necessity, it is well to look into some of the methods by which this credit is conducted on the part of the electrical contractor and the reaction on himself of these methods.

THE BEST BUSINESS ASSET IS CREDIT

Every business worthy of the name must have and give credit. Credit is one of the most essential factors in business; for if not a positive necessity, it is at least one of the greatest conveniences. In order to get credit it is necessary to pay, and to pay it is necessary to collect.

Very few business men maintain good credit and neglect collections. Many have poor credits because they are poor collectors. The best business asset is credit. Not the credit that is given because it is felt the bill will be paid some time, but the credit that compels a business house to put itself to extra trouble when necessary to serve; to give its best to hold high credit custom. This class of credit is

secured and maintained only by paying—and, inversely, getting in the money to pay out.

Capital is not the only thing that enables prompt payment of bills. Efficiency counts for much—also good business methods, promptness in rendering bills, and the following up of collections. More profit can be made on a small volume of business, properly conducted, than on a large volume where efficiency is lacking in office methods.

Working capital should always be kept a little ahead of the business. This may be cash or credit; the latter is equal to cash, but to be maintained must be taken care of the same as cash. Any business, however small, can secure all the credit that is needed, provided that credit is taken care of and the obligations met at maturity. Many a business does not have the credit it ought to have because its obligations are not met with any degree of promptness. The failure to do this can in many instances be traced to the poor credit management of the owner of the business. He does

the work, but his own lax business methods do not get in the money to maintain his credit. He spends lots of time rushing around getting work, looking after it, and directing his men, but he leaves his daily mail unopened and unanswered, and his books are in such confusion as to be utterly unintelligible to all but himself.

THE RESULTS OF LAX BOOKKEEPING

Sluggish and lax bookkeeping methods retard the growth of a business, despite the oft-repeated excuse: "Too busy to get the bills out." If a piece of work is never too small to be well done, then surely no business item is too small to have its accounting well done, and it will not be well done if it is not done on time. There is no use doing work and selling goods unless they are to be paid for—not some time, but within the limits usual to sound business practice.

The first step in a credit system is proper bookkeeping, and that kept up to date. The items for which bills are to be rendered should be entered on the books at once. Time slips showing amounts of labor and material should be charged promptly and not allowed to accumulate. So far as it is possible to get it in form for charging, each day's business should go on the books the following day, being put there in shape to bill at once.

The second step is in sending the bill promptly. If the work is finished to-day, send the bill to-morrow. Don't expect the customer to be over-anxious to pay when dilatoriness has been the rule in getting the bill to him. The customer has a right to the bill when the work is done. Good business practice demands that it be sent.

BILLS PROMPTLY RENDERED ENCOURAGE PROMPT COLLECTIONS

Bills rendered promptly will facilitate the adjustment of misunderstandings or disputes. These are more easily cleared up forty hours after the work is done, than forty days. There is absolutely no good reason for holding repair bills, etc., until the end of the month.

Do not underestimate the reflex influence of habits and methods of the dealer upon the creditor. If it takes the dealer a month to make out the bill, like will beget like. The customer will take his own good time in making payment. The customer who

knows that "Smith will want his money when the work is done" will be more prompt in paying Smith than he will the one who takes a month to get the bill to him. Therefore, get the bill to the customer as soon as possible after the work is done. "Haven't time" is no excuse. It will save time to attend to business details in their proper order and time.

The terms of payment should be very definitely given in the bill. A stated time should be named. How many invoices does the electrical contractor get from his supply house in which the terms of payment are not clearly and definitely stated? Have as little printing on the billhead as

methods mentioned becomes absolutely essential. Some men hesitate to ask for a settlement when the account is due, because of a fear of giving offense and losing future business. Nothing is further from the truth.

More business is lost than gained by easy-going collection methods. Insisting upon payment when the bill is due will retain business rather than drive it away. The firms most insistent on accounts being paid promptly hold their customers best. There is absolutely nothing in the theory that persons will not continue to deal with the firm demanding prompt settlements of accounts. Ex-

Credit Is the Greatest Asset

The greatest of assets, business or personal, is credit; it cannot be locked in a vault, nor insured against loss. It is a part of the individual, he cannot create it, yet he may destroy it.

Credit is something apart from what a man is worth in money. His property statement does not create his credit; it merely settles the question of "how much."

Honor and truthfulness are two cornerstones of credit. They mark the reliable man; one who may be trusted with that which belongs to another. That is the essence of credit.

Individual capacity is an important factor in extending credit. Many honest, reliable men lack capacity. The capable man grasps opportunities; he forges ahead.

Here, then, is credit. Honor, word, capacity—these three make it. The holding of this world's goods simply measures it.

Credit can be easily destroyed. One obligation wantonly disregarded, one statement proved false, and the fabric crumbles. Built in a lifetime, it may vanish in a day. The most valuable of assets, it belongs to the individual only so long as he carefully conserves it.

possible. Attention needs to be riveted on the bill, its terms, and not its typographical make-up. After the word "Terms" should be written when payment is expected.

Let the customer see that these terms apply to him personally, and not to everybody generally. The terms, "net cash," "interest will be charged on all overdue accounts," etc., when made a part of the bill are of doubtful value. If the bill is to be paid within ten, twenty or thirty days, or if 2 per cent is allowed if paid within a certain time, state it clearly, and make it personal to the individual customer.

All bills will not be paid when due, therefore some kind of a collection system is absolutely necessary, no matter how small the business. It is at this point that the element of

experience proves the reverse to be true. If a customer wants to buy on credit, which dealer will be more likely to get the order—the one to whom he owes an overdue account or the one to whom he owes nothing?

No collection system can be successful without a definite policy. The haphazard plan will produce like returns. To send the bill one time immediately after the work is done, and at another time allow a month to elapse before doing so, will produce the same kind of a response from many of the customers. To be insistent one month and lax the next is not following a definite plan.

With a definite system must go persistence. Whatever plan you adopt must be followed regularly, month in and month out. To go after the slow pays, overdues, etc., for a month and

then drop them for a time, is lost motion. The force of the previous efforts is lost by the delay in following up, and the intermittent method has given the debtor a firmer grip on holding off and strengthened the presumption that any effort to collect would be spasmodic.

Keeping everlastingly at it is the price of successful collection. The haphazard, irregular methods fail largely because these fit in with the nature of the debtor. A let-up is what he is hoping for; he is matching his patience against your persistency.

Make out a list of delinquents at the beginning of each month. Ten days or two weeks is long enough time for anyone to make some kind of a response. Nine-tenths of the effort will be lost if there is a let-up, or this part of the clerical work is done to suit the convenience of everything else.

Someone raises the question of time: "Haven't time to do all this," he says. Which is the most important part of the business—getting work, doing work, or getting in the money to keep the business going? It is a business mistake to neglect collections on the plea of lack of time. The man who has money with which to do business can generally get the business to do. Overdue accounts on the books do not pay bills.

SETTLEMENT DEMANDS

Some people offer all sorts of excuses in asking for payment as though they were doing something that demanded an apology. There should be but one reason given for demanding payment on an account that has reached maturity. *The account is due.* That reason alone is sufficient; in fact, no other reason ought to be given. The creditor has fulfilled his part of the obligation; the time has come for the debtor to do his part. Don't base the plea on "short of funds," "need the money," "have heavy payments to make," etc. These may be true, but why advertise it? After all, the case-hardened debtor generally takes these as a subterfuge to arouse his sympathy.

No credit system is infallible. Some losses are bound to occur, but much that is lost might be avoided by persistent collection methods. In every system, however, some kind of notice or letter is generally necessary.

Most of these put the debtor in a

general class, whereas he ought to be singled out and made to feel that he is receiving personal attention. Of course, he knows that there are others in his class, but why tell him so by sending him a printed form letter? In all letters keep away entirely from even the appearance of form letters, and make them personal.

AVOID STEREOTYPED EXPRESSION

Certain stereotyped expressions should be avoided, as these mean little or nothing to the debtor. "No doubt this has escaped your attention" stamped on an overdue bill is hardly believed by either party to the transaction. In follow-up letters it is well to lay out a series, making each one a little stronger than the preceding. There are a number of form letters that have brought splendid return. In composing these keep close to your debtor.

Men neglect, or overlook, at long range. The debtor always feels safe in a crowd.

Bear in mind that, just as in selling, men are moved to buy or not to buy, there are motives by which the debtor can be moved to pay, if he has anything with which to pay.

Study the things that influence other people to action. Discourtesy, bluffing, threatening, are entirely out of place, and will not produce results. Let the debtor understand that you are after him, and that you are going to keep after him until he pays up. Don't threaten in one letter and repent in the next. If forced to say that you will bring suit on a certain day, do it. The debtor will have a wholesome respect for the creditor that keeps his word. Abusing the debtor has no effect. It irritates the honest man and rolls off the dead-beat.

Let the debtor understand that you keep your collection promises and expect him to do likewise. If he promises to pay on a certain day, there must be some reasonable response on that date. Courtesy, common sense and persistency are the greatest factors in successful collecting. A good collection system will seek to make sales along with its collection efforts.

Many overlook the fact that outstanding bills are a part of their capital, and that capital, to earn a profit, must be kept moving. Dead capital earns no profit, and overdue accounts, while probably not in the dead capital class, are certainly in

the non-earning class. Much is made to-day of quick returns in business. How many times a year can the merchant turn his capital. Has the electrical contractor ever considered how many times a year it is possible for him to turn over his capital? The more turnovers, the quicker and larger the ultimate profit.

In a recent article J. Ogden Armour says that one test of business is the quick turnover. He makes the remarkable statement that if his company could shorten its average credits but a single day, it could make an additional profit of \$100,000 in the year. The writer of that article is too conservative to overstate. How much more business might the average electrical contractor do if he would make himself a better credit man in handling not only the accounts due him, but those due others? The subject of turnover may be something of a new doctrine for the electrical contracting business, but it is none the less pertinent to the electrical merchant than to the hardware, clothing, or any other merchant. For his own credit with others, the electrical contractor must be careful in extending credit to his own customers and in making collections promptly.

Somewhere I came across the following, relative to credit, and it is most applicable in closing this article.

CREDIT IS THE GREATEST ASSET

The greatest of assets, business or personal, is credit; it cannot be locked in a vault, nor insured against loss. It is a part of the individual, he cannot create it, yet he may destroy it.

Credit is something apart from what a man is worth in money. His property statement does not create his credit; it merely settles the question of "how much."

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How the Ideas that Underlie "the Pacific Coast Merchandising Plan" Have
Been Applied for Years, with Success, in

Working with the Brooklyn Contractors

In the Westinghouse Company's Dealer-Help Organ, "The Contact,"
for February, the Importance to the Central Station and the Industry
at Large, of the Present Trade Movement Is Discussed

By M. S. SEELMAN, Jr.

Member of Executive Committee, Commercial
Section N. E. L. A., and of Advisory Board,
Electrical Contractors' Association, New York
City, N. Y.

THERE is a broad-gage movement on foot in many parts of the country to effect an improvement in the organization and business methods of the electrical industry, especially in the channels of distribution where these may at present be illogical or inequitable. This movement contemplates eventually a maintained sequence of distribution from manufacturer to jobber, jobber to retailer, retailer to consumer, with differentials adequate to protect the reseller. There would be many advantages to the industry in the maintenance of such a practice, but in most parts of the country a great deal of co-operative work must be accomplished before it becomes feasible.

ENCOURAGING THE CONTRACTOR TO KEEP STORE

A fundamental element in the plan is that the electrical contractor shall become a dealer in appliances, a storekeeper, a real merchandiser. Here and there he is so already, but this is the exception rather than the rule. It is largely because the contractor has not been, and is not yet a competent dealer that the central stations have been obliged in self-protection to go into the merchandising business. The plan at present does not signify their elimination from this field, but it seems self-evident that, in communities where there are, say, from fifteen to 1500 contractors, it would be of material benefit to the central station, as well as to the manufacturer and jobber, to have these developed into effective local retailers.

The contractor already, in selling for himself, in nearly every case, sells also for the lighting company. He is in close touch with the consumer. If his sales ability and his latent business capacity can be developed, if as a class he can be taught to keep store, the result must be of real advantage to all the other factors in the industry, and especially to the central station.

HOW CAN THIS BE DONE?

How can this be accomplished? The answer is trite enough, and yet it is the only answer possible: by education and co-operation.

Many manufacturers and some jobbers and central stations are already alive to the importance and significance of this movement and are doing much to help it along, but it is not too much to say that the average lighting company has considered the matter but little and is doing less.

Central station interest in this development of the business along big, broad lines seems evident, yet somehow many of the companies have not yet

reached the point where they see the fact that this is a constructive and statesmanlike, if simple, plan.

In California the problem, we understand, has been worked out so that the business is established on a solid foundation with satisfaction and profit to all concerned. Human nature is the same East as West, and it would certainly seem as if it were possible to approximate in other sections the results secured in California.

The question is asked—what kind of educative and co-operative efforts may produce the desired result? Can we answer this question? Let us try.

ESSENTIALS TO SUCCESS

There are two primary factors which are essential to success in any business, but particularly in electrical contracting and merchandising. They are:

1. To know how much it is costing us to do business so that a price may be fixed which assures a profit over all expenses.

2. Sufficient salesmanship to sell our contracts and our merchandise at this price. Here salesmanship includes advertising.

There is no excuse for anyone staying in business who has not sufficient knowledge of accounting to know the price he must obtain in order to make money, nor skill enough to get this price. One who lacks these essentials does no good to himself, but does real harm to others. He helps to disorganize the industry. He might much better work for others until he learns how to work for himself.



"Shoulder-to-shoulder co-operation" at Brooklyn—the 1917 outing of the Kilowatt Club made up of 350 local electrical contractors and

150 members of the Brooklyn Edison Company's sales staff. These outings are held each year. There is also an annual banquet each

Co-operative efforts must first, therefore, be directed toward helping the contractor-dealer to know his price, maintain it and obtain it.

KNOWING COSTS AND PRICES

The manufacturer is now aiding the contractor-dealer who has the enterprise to take advantage of his opportunities, by supplying him with advertising, selling ideas, window displays and general business information. It might be feasible for the manufacturer, and it certainly would be feasible for the local jobber and central station to give the contractor-dealer more and better instruction in simple accounting so that he would be in a position to realize the meaning of "overhead" and to know what his particular "overhead" is. Methods of doing this will suggest themselves. Space limits prevent their elaboration here, but this is important.

There is no doubt whatever that 90 per cent of failures are due to lack of knowledge of costs and of the necessity for getting one's price. Nothing would help to put the industry on a surer basis than a more widespread knowledge on this subject. Such knowledge will help to lift the contractor-dealer from the picayune class and make a broad-gage, successful business man of him. Leaders among the contractors are thoroughly alive to this fact, as recent activities in their national and state organizations demonstrate.

CONTRACTORS' ORGANIZATIONS

The contractors should help themselves by forming into local associations and affiliating with their state and national organizations and the manufacturers, jobbers and central stations, as part of this movement, should help them to do it. The central station may not clearly see its interest here, but it all comes back to a better organized, surer, more profitable industry in all its branches. Certainly the significance of this to the lighting companies is apparent.

CENTRAL STATION CO-OPERATION

The central station can stimulate co-operative contractor-dealer development in a number of ways.

First, by maintaining prices, not by agreement, but as a sensible business practice. The maintenance of prices



In connection with monthly "special sales" of appliances, all contractors can purchase from the company appliances on sale, at the lighting company's net cost plus a small percentage for handling. In this way, the development of the contractor into a factor in the merchandising field is assisted, and meanwhile, the good will of the contractor is gained.

does not involve, as many seem to think, the elimination of the special sale. The special sales is a legitimate, important and thoroughly established merchandising adjunct, strongly entrenched in human nature. Any attempt to suppress it must prove futile. If regular prices are based on thorough knowledge of costs, special sales may be operated at prices lower than regular list which yet yield satisfactory profits.

Frequently purchases in quantity permit a special sale price with nearly, if not quite, full profit, while increased volume of business results in far greater net gain. The main point must be that the central station, in its merchandising, shall maintain a price at which the contractor-dealer may make a satisfactory profit over and above all his costs and that when special sales are conducted

they must not be such as to demoralize other retailers in the field.

One way to take care of this is that adopted by the Brooklyn Edison Company. In connection with monthly sales, all contractors are permitted to purchase from the company appliances on sale at net cost plus a small percentage for handling. In this way the development of the contractor into a factor in the merchandising field is assisted and, meanwhile, the good-will of the contractor is gained and the appliance field is not neglected. A good many central stations have, within the past few years, come to the conclusion that incandescent lamps should be handled in a merchandising way and opportunity offered for the development of the contractor as a lamp sales agent by list price maintenance.



winter, and at the monthly meetings of the Kilowatt Club subjects of business interest to electrical contractors and business men are dis-

cussed by speakers selected from among Brooklyn and New York's best-known business leaders.



Co-operation between contractors and central station at Brooklyn is nothing new nor novel, as the date of this picture, taken prior to Electrical Prosperity Week, two years ago, well proves. And even language and racial differences do not stand in the way of the kind of co-operation practiced by Brooklyn electrical men, for there contractors and central stations have thoroughly learned how much better results are accomplished by working together cordially and whole-heartedly.

One of the most useful methods that can be utilized by the central station in developing the contractor into an effective business force is the formation and encouragement of an organization in which contractors and central station employees meet at stated intervals and discuss matters of mutual interest.

ACTIVITIES OF KILOWATT CLUB OF BROOKLYN

The Kilowatt Club of Brooklyn is a prominent example of this type of organization and what it can accomplish. This club was formed nine years ago. Its membership is now more than 500, of

which 350 are contractors. Here differences are threshed out, information conveyed, policies outlined and formed, committees appointed to arrange differences, and, beyond all else, the contractors and central station employees have become acquainted, finding that they are all really human fellows, for the most part decent and willing to co-operate in any reasonable way for mutual benefit.

The presidency of the organization alternates, one year a contractor being elected and the next year a central station man. At each meeting, in addition to the regular business, there is an address on some electrical subject by the

best expert to be obtained in this line. Manufacturers' representatives are welcomed to impart information as to how manufacturers co-operate with contractors and what the contractors should do to take advantage of the manufacturer's advertising.

An outing is given every summer and a banquet every winter through the Kilowatt Club, and these are really notable affairs, attended not alone by electrical men but by city and state officials.

There can be no doubt that the co-operation effected through this organization has resulted in a vastly accelerated electrical development in Brooklyn and an increased profit to all concerned. It has placed the contractors of Brooklyn in a position where they are more ready and capable of taking active part in such a movement as the present one than the contractors in those cities where such co-operation does not exist.

HOW BROOKLYN COMPANY AND CONTRACTOR WORK TOGETHER

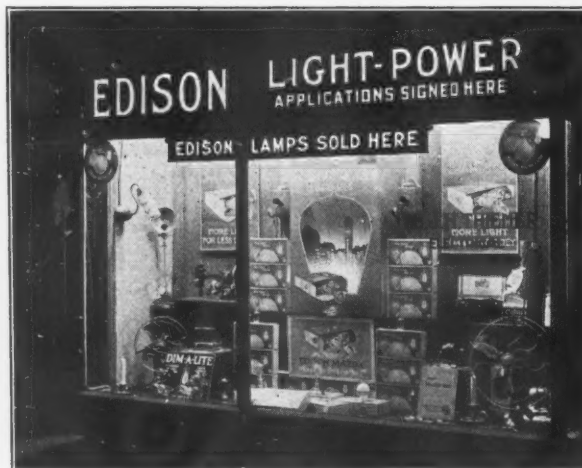
In Brooklyn, the co-operation between central station and contractor has done still further. The company tries to improve the business methods of the contractors by supplying them with advertising, putting the company's advertising manager, to some extent, at the disposal of the contractors and by presenting the advantages of proper window equipments and displays.

Wherever a contractor has an adequate store on a business thoroughfare the company has arranged to light his windows, painting thereon an attractive transparency sign:

EDISON LIGHT AND POWER— APPLICATIONS RECEIVED HERE

The company has then furnished him with contract blanks and explained to him the detail of contract practice. Many Edison contracts are thus signed at contractors' offices.

The Brooklyn company also operates installment house and store-wiring plans.



The Edison Company tries to improve the business methods of its contractors by supplying them with advertising and by presenting the advantages of proper window equipment and displays. Wherever a contractor has an adequate store on a business thoroughfare, the company has arranged to light his windows, painting thereon an at-

tractive transparency sign: "Edison Light and Power—Contracts Received Here." The company also furnishes such contractors with service contract blanks, explaining to him the details of contract practice. In this way many Edison contracts are signed at contractors' offices.

in which the contractors have fixed their own flat rates for wiring, contracts being obtained by Edison salesman and assigned among contractors. Details and changes in plans are largely adjusted through Kilowatt Club committees.

In other words, the Brooklyn Edison Company has for some years been engaged in helping the contractor to help himself, and has found that better results are obtained by working together cordially than by working at cross purposes or in half-hearted co-operation. There are doubtless other cities in which these and other forms of co-operation have been worked out advantageously,

but Brooklyn is specially mentioned because the writer is more familiar with conditions and activities there.

SIGNIFICANCE OF THE CO-OPERATIVE MOVEMENT

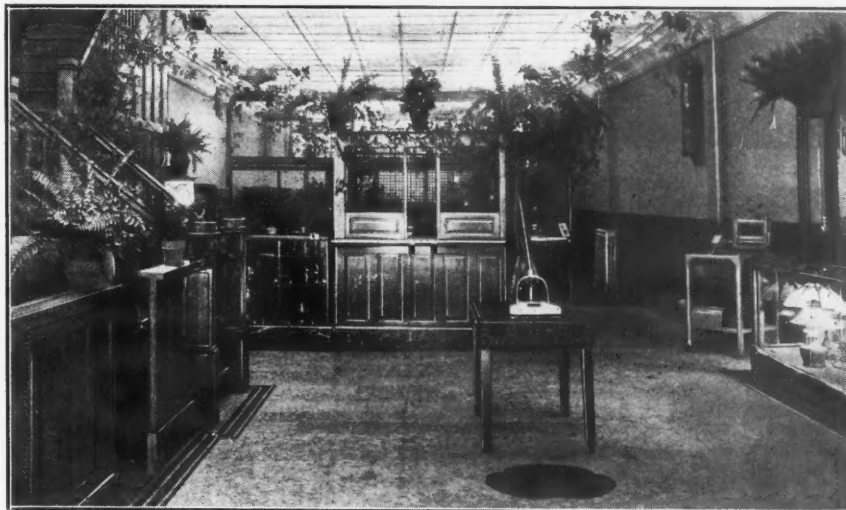
As stated in the foregoing, many manufacturers and jobbers are alive to the value of the co-operative movement. If the central stations throughout the country, especially in the large cities, will realize how the business can be increased and put on a sounder basis by co-operative effort along lines here shown, if they will get together with the contractors in local organizations, help to

make the contractors more prosperous and better business men, they will reap results out of all proportion to the effort and expense involved.

The development of the contractor-dealer is bound to come and the central station might better help it along than remain indifferent. As the contractor realizes the power which better organization and better business methods will give him, he will take a more and more prominent part in the electrical industry. In helping him, the central station will not only be helping itself, but will gain good-will certain to become a valuable asset.

A Salesroom with a Purpose

How Each Feature of the Massillon Electric Company's New Quarters
Has Been Designed to Increase Business



A general view of the new salesroom. On the extreme left is the new business manager's railed-in desk-room. Directly behind the stairs is the appliance showcase, across which duplicate bills are furnished the waiting customers. At the right are other appliance showcases, and in the center of the salesroom is the table on which are displayed appliances which are the subject of special sale from time to time.

THE difference between the new office of the Massillon Electric & Gas Company and the salesrooms of most other central stations and electrical dealers is this: The Massillon company's office, from the sidewalk to the general manager's sanctum, is designed with the set purpose of selling the company's goods. In the average central station "display room," and equally in the average electrical store, this fundamental purpose is too frequently lost sight of.

It may be well to explain at once that this office was planned by the company's own men and built by local

By FRANK B. RAE, Jr.

workmen out of materials bought in Massillon. This fact is important, because so many central stations feel that they cannot attractively equip a store without going to one of the larger cities for ideas, materials and workmen. The Massillon office gives the laugh to that alibi.

The basis of this success in store designing and planning is nothing more nor less than brain work—just a modicum of straight thinking. From street to alley, from cellar to roof,

each detail was thought out with a purpose, and that purpose was to sell more electricity and more appliances. Suppose we begin at the sidewalk:

"The chief product of a central station is light," said L. J. Lemen, commercial manager of the Massillon Company; "therefore we started by a smashing display of light on our building front."

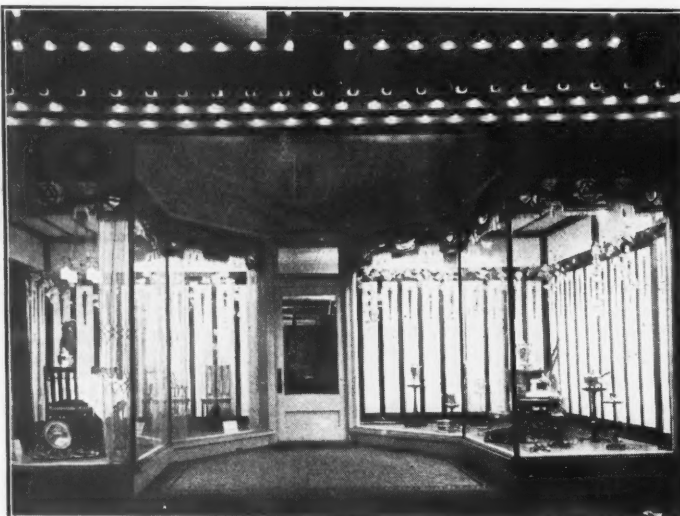
This front has a simple but effective outline installation of 475 10-watt lamps—red, white and blue color-caps being used at this time to keep in step with patriotic sentiment. The windows each contain 1500 watts in

Mazda C lamps, and on the roof will be a good-sized sign. It is, as is proper for a central station office, the brightest spot in the town.

DESIGNING THE SHOW WINDOWS

Of the windows themselves there is much to say. They are sheer glass from floor to ceiling, the lights at the top being hidden from view by an attractive semi-transparent valance in which the Doherty symbol is utilized for decoration. The window backing is of cream-colored stucco board paneled in mahogany. In this finish we first see the evidence of careful thought—the paint on the stucco boards is stippled and the mahogany rubbed to a dull finish so as to overcome all annoying reflection from the lighting. The passing public can see every square inch of the display within, as well by night as by day.

These windows, as the pictures show, are normally inclosed with solid backing, but this backing is made of removable panels. Here again we find evidence of deliberate planning. One of the commonest of electric shop displays is portable lamps, and when these are shown in a small inclosed window, they give a crowded, confusing impression. So Mr. Lemen devised a window backing which can be taken down in ten minutes, giving a clear view into the store, and when he shows portables they are placed on the display tables inside, the window itself



The chief product of an electric company is light. Therefore the Massillon company started off its new salesroom with a smashing display of light on the store front

being trimmed with small wares which do not obstruct the view.

A final detail worthy of note is the ventilation of the windows. It is not generally known that the surest method of keeping frost off of store windows is to have the temperature and humidity *inside* the window approximately the same as that out of doors. This is accomplished by a series of vent holes at the top and bottom of each window, which, aided by the heat of the Mazda lamps, insure a constant circulation of air from the street.

THE OFFICE INTERIOR

As one enters the Massillon Electric & Gas Company's office, to the left is a railed-in space for the new-business manager and his assistant. Again we find a definite purpose in view.

"The clerk one usually finds behind the so-called application desk of a lighting company doesn't know and doesn't care anything about salesmanship," explains Lemen. "Such clerks fail to 'size up' the customer or to realize the possibilities of future business which each customer should bring to us. So we take the applications right here in the new-business department and thus get an accurate line on every new customer who is connected to service."

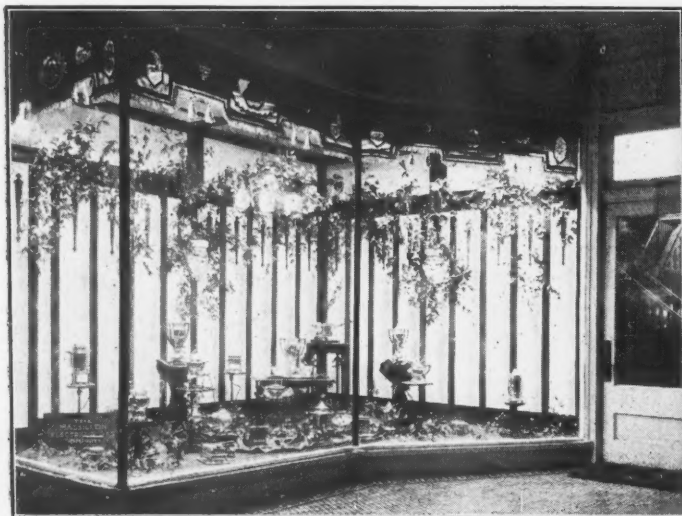
Across the room is a space for demonstrating vacuum cleaners and washing machines. There is a

rug and several comfortable chairs.

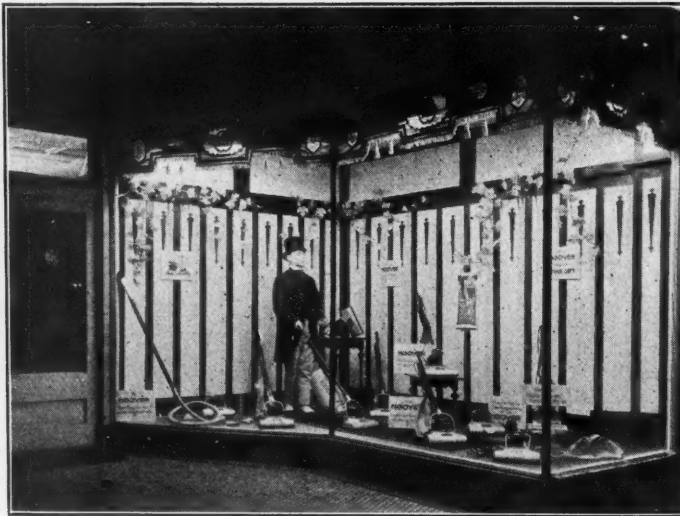
"Notice that the chairs face the wall," said Lemen. "When the floor salesman is demonstrating and making a sale, he needs the customer's undivided attention. By arranging the chairs this way, the customers can't see who's passing in and out of the store. They aren't distracted."

A COMBINATION SHOWCASE AND BILL COUNTER

Farther back are the cashier's wickets. Lemen noticed that a considerable percentage of people who come in to pay their bills need duplicates; that they leave the original bills at home or lose them. He also noticed that these people are generally impatient or self-conscious as they wait the three or five minutes necessary to look up the account. So the counter



The windows, as these pictures show, are normally enclosed with solid backing, but this backing is made of removable panels



A recent suction-sweeper display. The man in the window "is alive, all right," but stands still by the hour without moving an eyelash

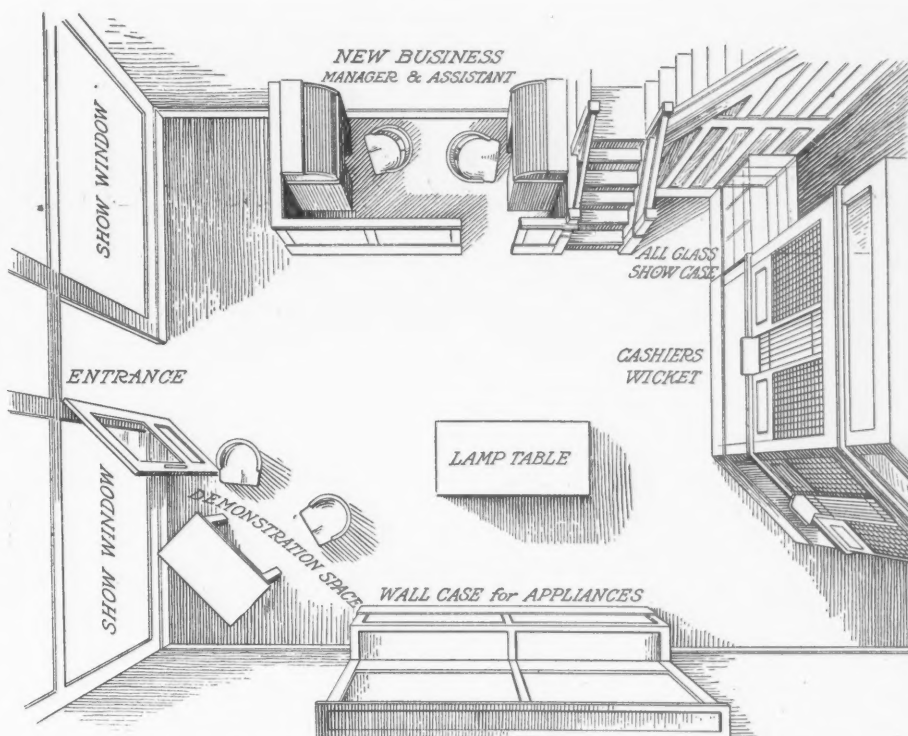
at which the duplicate bills are procured is an all-glass showcase, brightly illuminated and filled with small, low-priced quick-selling wares such as flatirons, modest boudoir lamps, etc., which are purchased on the spur of the moment and can be wrapped up and taken away. The customer waiting for a duplicate bill, instead of fidgeting and complaining about the slowness of the clerks, studies the display, learns something new about electric appliances and frequently gets interested and buys.

Practically every style of lighting is to be seen in this building, yet there is no incongruity about it. The various systems were installed with a practical purpose in view. When a salesman is trying to interest a merchant in a new lighting system and the customer "wants to see how it looks" he is invited to the office for a demonstration. The system recommended is there on view.

THE SALESMEN'S CONFERENCE ROOM

A most important room in the new building is the salesmen's conference room. Here are provided individual desks for the company solicitors where they can make out their records, attend to correspondence and do their necessary office work. The room also is used for the morning salesmen's meetings.

A detail which seems unimportant at first, but which means a great deal in the efficiency of the department, is a small window between this salesmen's room and the appliance stockroom, which immediately adjoins. At this window the stock clerk receives



A "fly's-eye-view" of the Massillon salesroom, showing the appliance showcases, cashier's wicket, sales manager's office, etc.

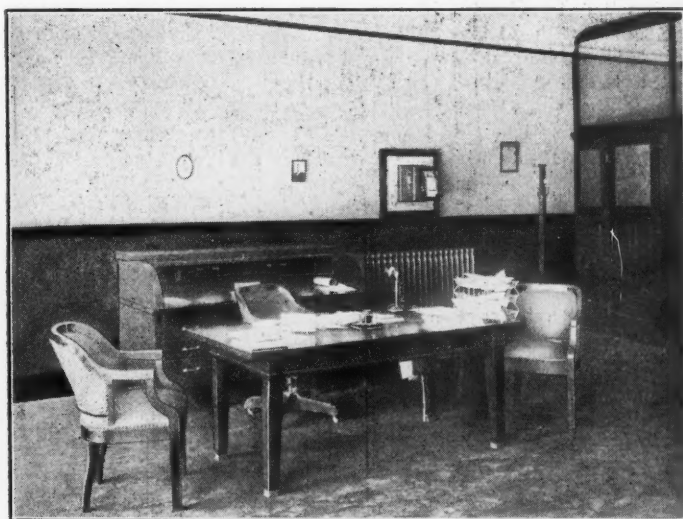
"Notice that the chairs in the demonstration-space face the wall," explains Salesmanager Lemen. "When the salesman is demonstrating and making a sale he needs the customer's undivided attention. By arranging the chairs this way the customers can't see who's passing in and out of the store. They aren't distracted."

the men's requisitions for appliances each morning before the sales meeting opens. Then, when the meeting is over, the men step to the window on their way out and find the appliances ready for them. The saving in time amounts to an average of fifteen minutes per day per man—virtually an entire working day saved each month for every salesman employed on the company's staff.

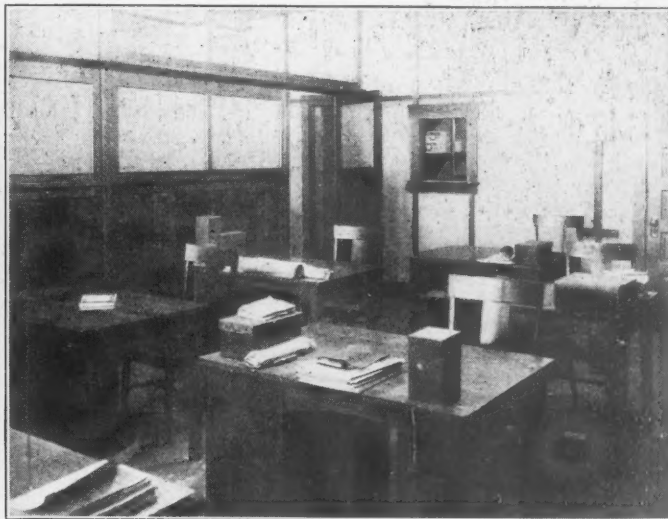
It is little details like this which

show the thoroughness with which the Massillon sales building was planned.

There are, of course, many other points about the Massillon office which are interesting, but enough has been said to bring out the big idea which actuated its planning. Every feature, every detail, has been designed to increase the sales and prestige of the company. The basic idea can be stated in six words: *a business building should build business.*



The general manager's private office is the most convenient and comfortable "get-together place" in town for business men, Liberty Loan boosters, Red Cross and Y. M. C. A. workers. The manager's office is 25 ft. square, and is properly equipped for such meetings



The salesmen's meeting room, showing the window opening into the stockroom at the rear. Before the morning meeting the salesmen hand in their requisitions for appliances, and when the meeting is over the appliances are waiting, ready to be handed out to them

"Lighten the Labor of the Home"

Selling 110 Washers in 23 Days

How the Schenectady Illuminating Company, with the Co-operation of Jobber's Sales Specialists, Planned and Executed Its Washing - Machine Campaign

PRIOR to Nov. 12, 1917, the Schenectady Illuminating Company had sold about twenty-five washing machines in the city of Schenectady, N. Y. From Nov. 12 to Dec. 8, in twenty-three working days, the company conducted a campaign that resulted in the sale of 110 machines, an average of nearly five a day. Except for seventeen machines sold to employees of the company, the washers were sold for the list price on easy payments of \$5 down and \$9 per month, with 3 per cent discount for cash. There were no other inducements of any kind; and no "free trial" was allowed.

When L. E. Cass, sales manager of the company, conceived the idea of a washing-machine campaign that had for its objective the sale of 100 machines in one month, there were many who shook their heads and said, "It can't be done." The time seemed particularly unfavorable for conducting a sales effort of this character. The Liberty Loan, Y. M. C. A. War Fund

PARTIAL LIST OF COSTS* OF CONDUCTING TWENTY-THREE-DAY WASHING-MACHINE CAMPAIGN AT SCHENECTADY, N. Y.—SALES, 110 WASHERS

	Per Washer	Total Outlay
Newspaper advertising	\$6.92	\$761.05
Waterproof signs for trucks36	40.00
Time of electric department salesmen spent on washer campaign	2.28	251.00
10 per cent commission paid on twenty-six washers sold by gas department's "outside" salesmen	2.36	260.00
\$2 each paid on sixty-seven washers sold by electric department salesmen. (No commission allowed on seventeen washers sold to employees at reduced prices)	1.22	134.00
Delivery expense	1.25	137.50
	\$14.39	\$1,583.55

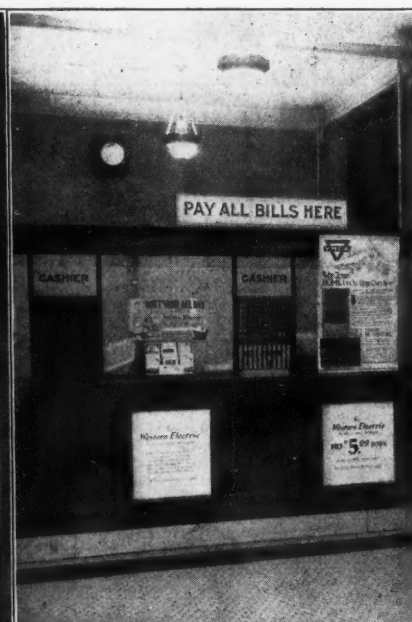
*This tabulation of expenses incurred during the campaign refers only to direct outlays, and includes no allowances for salaries and expenses of the central station's sales manager and the jobber's two representatives in supervising and conducting the campaign. Nor is allowance made for rental of office and showroom space used during the campaign, cost of collecting installment payments, interest on capital advanced, etc.

and Red Cross drives were in full swing and making heavy inroads on the public purse. Mr. Cass knew, however, that under war conditions the housewife's problems were daily be-

coming more difficult, and realized that it was an excellent time to inform the "home managers" of the city of the advantages of washing clothes the electric way.

Other difficulties confronted Mr. Cass. Enlistments in the army had greatly reduced the company's force of electric salesmen, necessitating using men who had previously devoted their entire time to selling gas appliances. These men were, at first, reluctant to give up their gas work; but under encouraging guidance they soon became expert at selling electric washers and wringers.

Just before the start of the campaign a three-hour sales conference was held, and every detail of the sales and advertising plan was reviewed. H. J. Keenan of the general sales department of the Western Electric Company, who remained in Schenectady throughout the campaign, went over with the salesmen the various selling points of the washers being featured. Besides offering the sales-



How the campaign was impressed on the Schenectady public. Besides the window displays, use was made of painted signs on the salesroom floor and placards at the cashiers' windows, all of which served to strengthen the customer's first impression

crew many useful ideas based on experience, he also provided them with washing machine sales helps issued by his company and with copies of recent popular magazine advertisements designed to sell the electric idea to the housewife.

A salesman's meeting was held each morning during the campaign. Mr. Keenan and J. J. Portley, also a representative of distributing, who remained in Schenectady while the campaign was in progress, were always present at these meetings. They helped the salesmen solve problems that might have arisen during the previous day's work, and later in the day joined them in visiting "high resistance" prospects.

The daily get-together gathering proved to be a clearing house of sale experiences, and had a stimulating effect on everyone connected with the campaign. Mr. Cass presided at these meetings, and his energy and enthusiasm proved contagious. As a result the salesmen would leave for their respective territories in a confident and aggressive mood—a condition conducive to the success of any selling campaign.

WELL-PLANNED ADVERTISING CAMPAIGN

Back of the organization's sales efforts was a well-planned, concentrated advertising campaign. This publicity put the company's message into every home in Schenectady and "opened the doors" for the salesmen.

Quarter-page space was used in the local newspapers and the advertisements were changed daily. The copy was carefully written, and explained in clear, understandable language just how an electric washing machine



A unique attention-getter. This illuminated truck was driven through the main streets of Schenectady every evening from 6 until 10 o'clock while the campaign was on. Fifteen other delivery trucks were also equipped with signs.

Are You Giving Your Wife A Square Deal?

In the factory, store and office science and invention has placed in your hands countless time and labor saving devices. Hard work and weariness have been minimized to the greatest degree. Automatic machinery and modern time-saving tools have quickened the work with the least possible effort while adding machines, typewriters, cash registers, etc., have paved the way to efficiency and success, with less fatigue, in the office.

NOW—HOW ABOUT YOUR HOME?

Have you installed modern methods of doing housework? Does your wife still work with time-worn tools? Does she still dread the coming of WASH DAY with its ceaseless drudgery from morn till night?



Perhaps she has withstood the results from you—the lame shoulders, the weariness and the true extent of what hard work it really is to do a big washing WEEK IN AND WEEK OUT!

Isn't she entitled to the right kind of Household Machinery with which to carry on her business, that of making the right kind of a home?



The Western Electric Washer and Winger

Banishes washday drudgery from your home. "Blue Monday" becomes only a memory of the past

It washes the heaviest blankets and the finest lace. It washes cuff bands and hems of skirts. Each article comes out of the electric washer spotlessly clean and unimpaired! The tiresome job of wringing is banished too! Surely you'll appreciate this. There'll be no more lame shoulders from wringing heavy pieces.

The cost for current to operate is trifling. The average washing can be done for less than half the price of a movie ticket. The savings in time and labor and costly wear and tear on clothes far overshadow the cost to buy a WESTERN ELECTRIC WASHER AND RINGER. Let your next wash day be an Electrical one.

—Only \$5.00 Down—

Easy Monthly Payments

MAY WE ARRANGE A DEMONSTRATION IN YOUR HOME?

SCHENECTADY ILLUMINATING
LIGHT-NEXT-POWER. CO. TELEPHONE 2500

Carefully prepared large-space newspaper advertising tied in with the present problems of lightening the labor in the home.

would help to solve the present problems of the home—what such a machine means in convenience and economy to the housewife. This advertising was backed up by the entire organization of the company—all of the employees were conversant with the campaign and could explain to their friends any features of the sales plan.

Attractive window displays proved popular attention-getters night and day. After viewing the display and stepping inside, the customer had his first impression revived and strengthened by an attention-compelling sign painted on the salesroom floor; while there were advertising cards and sales literature arranged attractively at the cashiers' windows. It was simply impossible to look in any direction without being reminded of the washing-machine campaign.

The effectiveness of the advertising was proved by the fact that it was necessary to keep five machines in continuous operation to take care of the constant crowds in the showroom. During the demonstrations the names and addresses of all prospects were secured, and these people were later visited by the salesmen, and the advantages of the washer further emphasized. However, a large percentage of sales was closed before the customer left the office.

The company's delivery trucks proved valuable mediums for advertis-

ing the campaign. Large waterproof signs, completely covering the sides of the machines, were placed on the trucks, making them practically portable billboards.

The signs on one of the trucks were illuminated by electricity, and this machine was driven through the main streets of the city every evening from 6 until 10 o'clock. This "white light wagon" was soon the talk of the town with the resultant valuable publicity.

Every medium employed proved effective—tying in with the other publicity methods used, and producing a smooth-working, result-getting advertising campaign.

PERMANENT VALUE OF CAMPAIGN

Despite the evident success of this campaign, it was not conducted on a whirlwind basis. Getting the name on the dotted line was not the sole objective. Every machine sold—stayed sold. When a sale was made the machine was delivered immediately, and a representative of the company was always on hand when the first washing was done.

At the close of the campaign a lady demonstrator called at each home where a machine had been purchased to adjust any possible complaints, and to make sure that every machine was giving satisfactory service. This resulted in 110 completely satisfied customers, who now *know* that an electric washing machine is a household necessity. The good-will and good words of these satisfied users will help the company to sell Schenectady housewives the "electric servant" idea, and consequently greatly increase its sales of all labor-saving household appliances during 1918.



Even the floor of the Schenectady company's salesroom was used to attract the attention of the public to the electric washer campaign. The same idea might be applied to the sidewalk outside the dealer's store.

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

Volume 19—January, 1918—Number 1

PUBLISHED BY MCGRAW-HILL COMPANY, INC., NEW YORK

Save More, Consume Less

IT IS the duty of every man, woman and child in the United States to produce more and consume less, and then to pass over to Uncle Sam through the purchase of Liberty bonds the savings which he has effected in this twofold manner. The next sale of Liberty bonds can be of no value to the government unless those savings of goods and labor are now being made, for which the money that the government borrows can be exchanged.

In a war which is taxing the capacity of every nation engaged, thrift becomes the indispensable prerequisite of victory.

Keeping the Soft Pedal on Price

"GOT a six-pound electric iron?" inquired an electric shop customer the other day.

"Yes, sir!" assured the clerk cheerfully.

"How much does it cost?"

"Over this way, please. I want to show you one."

And the clerk led the way to a display of electric irons, where he pointed out the design and particular usefulness of each type. When the customer had selected the iron he wanted, then, and then only was the question of price tactfully mentioned.

Tact and courtesy are always important qualifications for the man behind the counter, although unhappily enough, many counter men retain their positions indefinitely without ever showing signs of headwork in their dealings with customers.

On the other hand, a clerk who uses tact and salesmanship in his work after the manner of the salesman who kept the soft pedal on price soon finds it difficult to remain a clerk. Some manager's job usually reaches out and grabs him.

Contractor, Central Station and Isolated Plant

DOES the central station man ever stop to consider just what may be the effect of his merchandising policy on the attitude of local electrical contractors toward the winning of isolated-plant business by the central station? In general, the contractors have opposed the central station idea, and have encouraged a very definite opposition to it among building owners—although we believe that if both they and the central stations looked fairly at the matter, the contractors would be the best boosters the lighting company could have to help it get isolated-plant services.

But with the merchandising policy in force in many cities, the contractor feels that while he can sell to an

isolated plant and make of it a profitable customer, he is bound to be shut out as soon as the central station takes over the service and begins furnishing lamps, supplies, etc., at cost. Is it to be wondered, then, that the contractor boosts for isolated-plant operation, and "knocks" the economies of central station service?

On the other hand, if the central station adopts a sound merchandising policy toward its own customers, the contractor will have as good a chance in selling to the central station job as to the isolated plant. More than that, he is bound to favor the central station installation, because the isolated plant needs an engineer and this engineer is usually required to do all wiring jobs, motor repairs, etc.—work which the contractor would otherwise be called upon to perform. Remove the merchandising menace and the contractor becomes a thorough central station booster!

The right kind of merchandising policy will help the central station win even isolated-plant business—far as the two subjects seem apart at first thought. And we are just beginning to find out how far-reaching are some of the effects of wrong merchandising methods—far-reaching in the central station's business, as well as in the business of the industry as a whole.

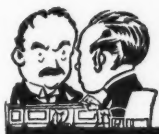


Building for Better Business in 1918

OF ALL the solemn first-o'-the-year resolutions the electrical contractor-dealer calls upon himself to make, none is more important than the determination to build new business during 1918—to create new custom and new patronage by getting out and going after it, and to stop wasting time trying to get business away from the other fellow. The contractor or dealer who builds new business, builds business which is his, alone, as long as he wants to keep it; he builds the kind of business that he wants, and builds it secure against any ordinary competition.

The contractor who sits in his shop or office waiting for business to come to him must take practically all that comes his way, for he must pay rent and live. He is forced to take the lean with the fat. But the contractor who practices merchandising principles and goes out and sells his services has an opportunity to select his business. He can take the fat and leave the lean for the less discriminating—and less prospering—fellow who is content to accept things as they come. And the profitable new business that the contractor or dealer builds for himself in this way is self-renewing business; business that keeps coming back as long as he serves it; business that will pay future as well as one-time profits. And that's the kind of business every business man must build for in 1918.

IDEAS FOR THE MAN WHO SELLS



*Plans, Schemes and Methods to
Increase Sale of Electrical Goods*



A Toaster Sales Plan That Brought New Customers

BY J. S. VOGEL

A dime is a small piece of money. It is not hard to persuade a man or woman in moderate circumstances to part with one in exchange for something useful. Perhaps it is more than ten times easier to sell a customer "10 cents' worth" of something than a dollar's worth.

A Michigan electric shop has been using this principle of human nature. For 10 cents down this store sold an electric toaster to any housewife. Each week thereafter she made a payment which was increased by 10 cents. On the eighth week she closed the deal with her 80-cent payment, having made payments totalling \$3.60.

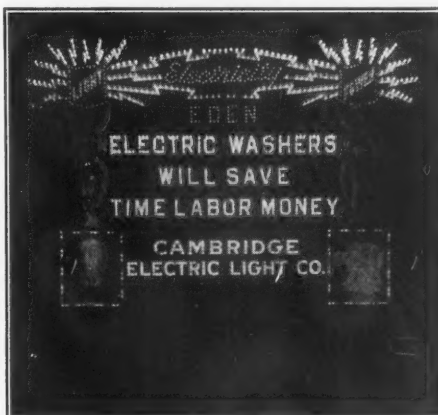
Some customers shortened the payment period with a \$1 initial installment, and several others squared the account by paying in full after the third week.

Immediately after the final payment had been made, a salesman was sent to the home where the toaster was in use. He introduced himself by saying that he had been sent by the company to make sure that the toaster was giving entire satisfaction.

This usually resulted in high praise for the toaster and afforded the salesman an opening to suggest other items that could be used advantageously in the home. Vacuum cleaners, table lamps, washers, electric irons, sewing machine motors, and many other electrical solutions of the home labor problem were sold on the same basis, except that on the higher-priced articles the weekly payments were as high as \$1.50. The installment plan of payments for these articles required an initial payment of 50 cents, which increased at the rate of 10 cents a week until \$1.50 was reached, after which all payments were at the rate of \$1.50 a week until the entire purchase price was paid.

Helping to Lighten the Monday Morning Drudgery of the Home

C. A. Dean, manager of the Cambridge (Mass.) Electric Light Company, is putting across a campaign which ought to make him a great favorite with the women of his community. He is taking the drudgery



This was a "Hoover food campaign" sign until Mr. Dean started his electric washing machine campaign

out of Monday morning by making it easy for every home to install an electric washing machine.

In his campaign for selling Eden electric washers, Mr. Dean used a large electric sign located in Central Square, a very busy section of Cambridge. This sign, 50 ft. x 30 ft., contained a "Hoover" food sign until the washing-machine campaign started.

To further his claim that electric appliances could be sold if properly brought before the public, Mr. Dean placed signs on his electric delivery wagons calling attention to the fact that \$10 down and the balance to be paid in twelve months would place a washer in any home. This campaign was followed up by suitable ads in newspapers in the surrounding towns.

Selling Radiant Heaters to Army Officers

Electrical dealers in the vicinity of some cantonments have done a large business in selling electric radiant heaters to army officers this winter, although inquiry in other communities has revealed the fact that local sales made to the officers have in some cases been held up by the lack of sufficiently heavy wiring in the cantonments to permit the use of a large number of appliances.

The Chattanooga, Tenn., electrical dealers are among those who have been supplying a marked demand for radiant heaters from army officers.

"We have not made any special efforts to push this phase of our business, but in spite of this fact we have sold quite a number of lamp-socket heaters for use at cantonments," explains L. J. Wilhoite, contract agent of the Chattanooga Railway & Light Company.

"From the way army officers purchase devices of this kind, there evidently is no limit placed on the amount of current which they are permitted to use. If there is any such limit we have never heard it mentioned.

"We have found heating pads next to the lamp-socket heaters in greatest demand among army men."



A Boy-Scout New-Business Brigade

H. H. HERMES, new-business manager of the Oklahoma Gas & Electric Company, Oklahoma City, used his organization of Boy Scouts to particular advantage in his Christmas appliance campaign, just closed.

Mr. Hermes has a great liking for boys, and upon his installation at Oklahoma City he organized what has become the largest corps of Boy Scouts in the State of Oklahoma. During the Christmas appliance campaign he conceived the idea of employing the boys to distribute literature concerning the desirability of electrical devices as Christmas gifts. The boys were paid a commission on all leads which resulted in sales of appliances. Mr. Hermes says:

"I would advise every new-business manager to start a Boy Scout movement in his territory, not alone, of course, for the business it may mean to him, but it certainly pays."



Thawing Frozen Pipes with a Heating Pad

By A. O. DAVIS

YOU CAN'T SELL an appliance unless you can show the purchaser how he can use it to his advantage. To find new uses for goods is to find new buying reasons for your customer.

About the time water pipes in your territory are freezing merrily, make it known that wrapping an electric heating pad around the frozen pipe will remedy matters promptly without any danger of setting things afire.

Pushing the Electric Iron

Now that the "Lighten Labor in the Home" idea is strong in the air, is the time to bring forward the smaller, but very helpful home labor-saving devices like the electric iron. Down in Houston, Tex., five of the leading



Get An Electric Iron Right Away

See one of the firms listed below and they will sell you the best and most reliable grade.

Price \$4.50

\$1.00 Cash, \$1.00 Monthly

"Your FLATIRON CAUTION in the listing list is good for 30 days on the purchase price."



SAVE THE STEPS. Stop going back and forward between the hot stove and the strong board. All this useless walking can be dispensed by providing yourself with an inexpensive ELECTRIC FLATIRON.

12c for a Week's Ironing

is the approximate cost of current consumed. How can you possibly consider the small cost when the pleasure is so much and the discomfort of the old fashion "sad" iron is dispensed with.

Brown-Woods Electric Co., 709 Travis
Houston Lighting and Power Co., 1201 Capitol.
Hurlburt-Still Electric Co., 1101 Capitol.
Auto Electric Supply Co., 420 Fannin.
Borden Electric and Machinery Co., 111 Main.

A sample of co-operative advertising. How the central station and four other dealers at Houston, Tex., worked together in conducting a special campaign on electric irons

electrical dealers, including the local central station, have jointly recognized their opportunity by running a timely advertisement in their local newspapers, to induce the reader to save steps by buying an electric iron right away. The price of the iron is given, to be paid cash or monthly, the names and addresses of the five merchants being listed at the bottom. This looks like real co-operation.

A Schedule for the Year's Sales and Advertising

The United Illuminating Company of New Haven, Conn., makes use of the accompanying yearly sales and advertising schedule which allocates in advance the special "drives" to be carried on in the local field each month in the sale of electric lighting and appliances and in advertising through the medium of newspapers and customers' bill stuffers.

In outlining this schedule, says E. T. Rowland, sales manager of the company, it was the endeavor to make a special drive on each of the more popular appliances and major forms of lighting service at the time found most seasonable through local experience, and to tie up the company's publicity with this sales effort on a systematic schedule.

YEARLY SALES-CAMPAIGN AND ADVERTISING SCHEDULE, UNITED ILLUMINATING CO NEW HAVEN, CONN.

Month	CAMPAIGNS		Miscellaneous Advertising	Bill Inclosures
	Lighting	Appliances		
January....	Additional outlets in homes	Clearance sale	Policy: Winter uses of fans	Additional outlets
February...	Office lighting	Heating pads	Policy: Electrical appliances as valentines	Heating pads
March.....	Porch lighting	Sewing machine motors	Radiators Clearance sale auto heaters	Sewing machine motors
April.....	House wiring	Vacuum cleaners	Vibrators Bell-ringing transformers	Vacuum cleaners
May.....	Store wiring	Grills and ovens	Policy: Dim-a-lites, disc-stoves, fireless cookers	Grills
June.....	Industrial and outdoor lighting	Irons	Electrical appliances as wedding and graduation gifts	Fans
July.....	Renew burned out lamps	Washing machines	Traveler's irons Immersion heaters	Washing machines
August....	Move to wired houses	Fans	Appliances as summer comforts Appliances for baby	
September..	Signs	Percolators	Portables Student lamps	Percolators
October....	Show-window and show-case lighting	Vacuum cleaners	Radiators Hair dryers Bell-ringing transformers	Vacuum cleaners
November..	Garage wiring	Toasters	Auto heaters and rectifiers Two-way sockets	Toasters
December...	House wiring the ideal Christmas gift	Electrical Christmas gifts		N.E.L.A. Christmas booklet

Housewife Cans 578 Jars of Fruit on Electric Range

C. E. Michel, manager of the appliance sales department of the Union Electric Light and Power Company, St. Louis, recently received an interesting testimonial letter from one of the company's enthusiastic electric range users after the range had been two years in service. The letter is especially interesting as the data it gives show that even in large families, where the electric range is put to heavy duty in the canning season, operation is both economical and convenient. The letter tells its own story:

"I have seventy-five glasses of crab-apple jelly, thirty glasses of blackberry jelly, fifty-eight quarts of peaches, sixty jars of plums, forty-three quarts of beans, fifty quarts of okra and tomatoes, one hundred quarts of tomatoes, thirteen quarts of peach syrup, one hundred and eight pints of corn, seven quarts of okra,

twenty-two quarts of cherries and twelve quarts of rhubarb. This makes a total of 578 jars, cans and glasses of fruit and supplies which have been put away for the winter months. Having tried all other methods of cooking and canning, I may say that the electric is the cheapest, cleanest and coolest.

"After I have used my range two years my meter reads 3828 kw-hr. For the first year the bills amounted to \$61.17; for the second year \$68. The total for the two years was \$129.17, or an average of \$5.34 per month. This money covered the cost of cooking, washing, ironing, cleaning and lighting for a family of seven, and includes the cost of energy used in canning the season's fruit. We have a four-room rate, and use 28 kw-hr. per month at \$2 before we get the electric range rate. This has nearly always been 3 cents per kilowatt-hour, but will be cheaper with the new 2-cent rate now in effect. We must move from the house in which we are now living, but I shall refuse to go to any other where I cannot get Union Electric Service."

February—the Month to Push Electric Heating Pads

Sick Room and Nursery Specials

For February

Other Electric Comforts

Immersion Heater	\$ 4.
Milk Warmer	\$ 7.50
Vibrator	\$16.
Radiator	\$ 6.50
Water Heater	\$ 6.50

Only \$4.44
Electric Heating Pad
Stays Hot—Never Leaks

EDISON LIGHT
ALL STORES

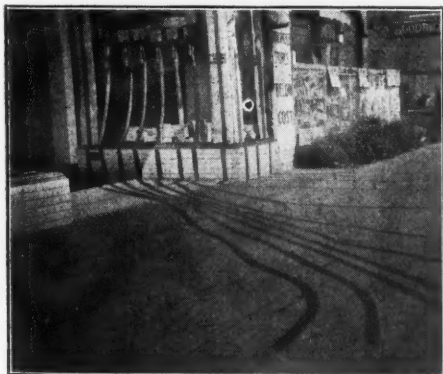
In the schedule of appliance sales recommended by the N. E. L. A. Commercial Section "synchronizing" committee, February was set aside as the month for pushing electric heating pads. To offset the raw weather of this shortest but severest of months, nothing is so convenient as an electric warming pad. And backing up the heating pad is a whole squad of electric house comforts as featured in this Brooklyn advertisement. Moral: In February push heating pads!

Selling Lamps with Luring Lines on the Sidewalk

The accompanying illustration pictures a unique method of attracting attention to a window display. A certain dealer in electric lamps and other accessories devised this novel scheme, which proved to be so successful that it is worth consideration for the merchant who is planning a campaign.

This is the arrangement: A display of lamps is placed close to the window pane, each marked with the price, in conspicuous figures. From each lamp is hung a broad band of bright red paper to the bottom of the glass.

The effect of continuing this red line to the outside of the window is brought about by painting broad



Red paper strips and red stripes painted on the sidewalk give this continuous streamer effect which drew attention to the lamp bargains in the window.

red stripes on the store front, from each red paper stripe ending at the bottom of the glass, continued down to the and across the sidewalk and almost to the curb. This unusual decoration on the sidewalk naturally attracts considerable attention to the window from which the lines radiate, and as each line leads to a bargain it has a "pull" that will bring people to the window and result in many sales.

Why Not Make Change with Thrift Stamps?

BY F. S. ACKLEY

Dealers can boost their own sales and at the same time render patriotic service by advertising a 2 per cent discount to all customers who will accept their change on purchases, as far as possible, in 25-cent thrift stamps. Just now everyone is interested in having these little stamps, and some novel advertising can be designed featuring the stamps. The 2 per cent discount to such cash customers is not unreasonable from the seller's standpoint.

Another plan along the same line would be to advertise a membership in the Red Cross with every purchase of \$10 and up. This, however, would amount to a 10 per cent discount.

A Patriotic Display to Boost Flashlight Sales

An exceedingly attractive and patriotic window display of flashlights can be arranged for after-dark pedestrians as follows: Drape a large American flag across the back of the show window so as to billow gracefully in the breeze of a concealed electric fan. Leave the store front and window in darkness and floodlight the flag by means of several flashlights resting on the floor of the window and tilted up at the proper angle. A collection of bright nicked flashlights will show up well for the balance of the display.

The effect will be exceedingly beautiful and the motion of the flag with the consequent appearance of changing colors in the light will attract much attention. The flashlights furnishing the light can easily be wired up by concealed wiring and run from a transformer or dry batteries to secure longer life than the usual flashlight batteries would give.



Liberty Bond Coupons Legal Tender for Appliances

With a laudable—if mistaken—desire to establish the par value of Liberty Bonds, some merchants have advertised offering to accept such bonds as payment for merchandise, at either par or a premium, giving back change in cash.

While this offer to take Liberty Bonds doubtless stimulates confidence in the bonds in individual cases, it has the serious objection that it tends to bring upon the market bonds which the government intended should be held by individual purchasers as long as



Get Full Value Out of Your Liberty Bond Coupons

Cash them for electrical appliances at any of the electrical dealers and secure 125 per cent of their face value. This means that the

87c coupons will be honored for \$1.09
\$1.75 coupons will be honored for \$2.19
\$8.75 coupons will be honored for \$10.94
Etc., etc., etc.

There is no limit to the number of coupons anyone may cash at these values provided electrical appliances are purchased exceeding or equaling such values.

Arkansas Valley Railway Light & Power Company

Electric Building.

Phone 1848.

the national emergency continues. For if a large number of even prime securities like Liberty Bonds are thrown on the market at any time, the tendency is bound to be to depress the value of the whole issue and so to defeat the patriotic purpose of the merchant in aiding public confidence.

The electrical dealers of Pueblo, Col., headed by the local electric-lighting company, have found a better way which, while contributing to the public opinion of the bonds and thus stabilizing their value, does not encourage departure from habits of thrift of persons holding the bonds. In brief, the Pueblo plan is to make it easy for Liberty Bond holders to cash their coupons when due, in exchange for merchandise to the value of the coupons.

In the case of the holiday offer reproduced herewith, a premium of 25 per cent additional was allowed on the face value of the coupons. This offer was shared in by all the electrical dealers of Pueblo, so that a Liberty Bond holder could "cash" his coupons at his nearest electrical store for appliances, without further trouble or formality.

The Pueblo plan encourages Liberty Bond holders to hold on to their bonds, for it emphasizes the earning power of these bonds, and the desirability of investing one's funds in a government security which pays dividends.

HINTS FOR THE CONTRACTOR



Ideas on Estimating, Stock Keeping, Shop and Construction Methods, and Collections

Tendency Is Away from Lump-Sum Contracts While Unsettled Market Continues

As an outgrowth of conditions produced by the great war it is being found necessary to change many old-established customs in the contracting field, said a prominent electrical contractor in a recent discussion. One of these, he explained, is the method of estimating the larger contracts. Previously, practically all his work was done on the basis of lump-sum contracts, that is, he would estimate on cost of materials, overhead, labor, etc., and if he knew his job and estimated correctly he was reasonably sure of his profits.

Now, however, all is different. The railroads are congested, making deliveries hazardous. The laborer and mechanic are demanding more wages. The cost of materials is constantly increasing—in fact, the elements of a contract which formerly could be accurately figured are now variable quantities.

Contractors who are still taking ordinary lump-sum contracts obviously have to add large margins to protect themselves, and are making few promises as to the time of completion of the job. This, of course, is only to be expected.

The better way under existing conditions, the speaker pointed out, is the "percentage" or "cost plus" contract.

By this method much of the burden of the responsibility of changes in prices is shifted from the contractor to the party letting the contract.

In many cases the contractor buys the material, receiving cost plus a percentage for his trouble, and then installs it, working on the same cost plus basis with his labor. In the case of the larger jobs the cost plus runs about 10 per cent for profit plus 10 per cent for overhead, or a total of 21 per cent is charged.

In other instances, the owner supplies the material himself, leaving the contractor and his organization merely the job of installation. Needless to say, this latter method is not in-

creasing in popularity with the contractors.

It is proving increasingly difficult, however, to get material for any but government work, and unless some strong pressure is brought to bear on the manufacturers and shippers the contractor is finding it harder to get deliveries.

Lighting Large Rooms from Pedestal Indirect Fixtures

In designing the interior of the South Shore Country Club at Chicago it was thought desirable, if possible, that the rooms be made even more pleasant in the evening hours than in daylight. For this reason especial attention was given to the artificial lighting, with the results shown on this page.

The picture illustrates one of the garden foyers, which form the terminals of the promenade. There are two of these foyers, each measuring 36 ft. by 72 ft. The photograph was made without the aid of a flashlight and has not been retouched. The light is all supplied from the 7-ft. pedestal, which contains two 500-watt gas-filled

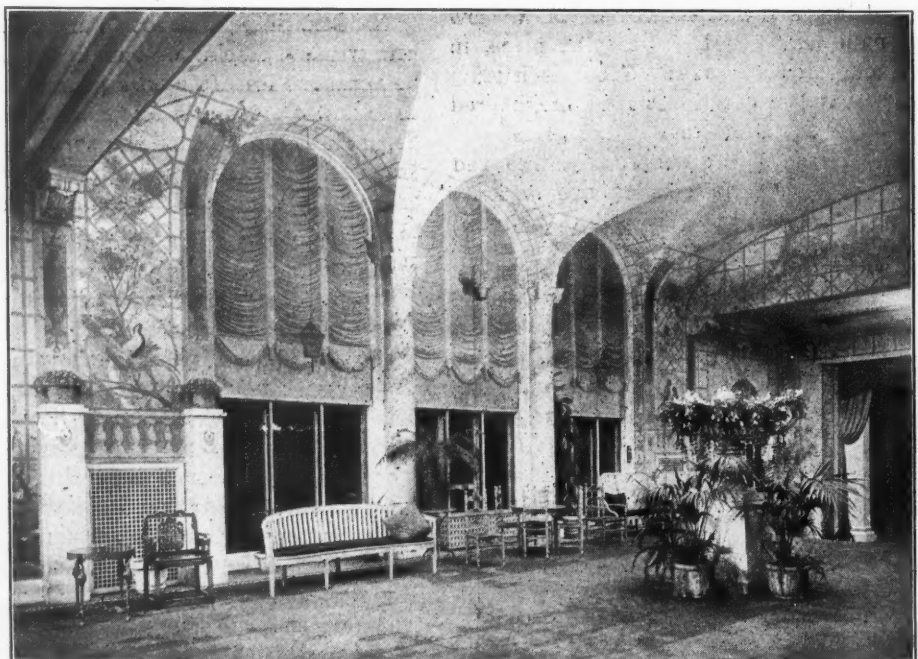
tungsten lamps in silvered mirror reflectors. The absence of harsh shadows and glare in the room are noticeable, and every detail of the decorations has been clearly brought out. At the same time an intensity of illumination is secured which gives this exquisitely furnished interior an atmosphere of refinement.

The lighting of these rooms was worked out by the engineering department of the National X-Ray Reflector Company of Chicago.

Sell a "Feed-Through" Switch with Every Appliance

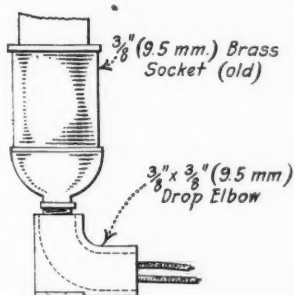
One successful salesman in a dealer's shop makes it a rule whenever he sells an electric appliance to make the most of his opportunity for additional sales for his house and added convenience for his customer.

For instance, if he is selling an electric iron or a toaster, he inquires whether the person has used electrical appliances before. If the answer is "yes" he reminds the customer of the fact that he may often have been puzzled to know whether the current was "on" or "off." He then exhibits a "feed-through" switch which may be attached to the cord, and points out the light and dark buttons which indicate whether the current is "on" or "off." This salesman claims to have sold feed-through switches of this type with 90 per cent of his electric appliance sales.



This large room, 72 by 36 ft., is indirect-lighted from the two 500-watt lamps concealed in the floor pedestal at the right. The ceiling is tinted a light sky blue.

Adapting Brass Sockets to Form Figure Use



With the use of drop elbows brass sockets were made to piece out a shortage of porcelain holders for lamp figure work

When a New Haven, Conn., contractor recently found his stock of porcelain receptacles too low to supply the demands of a form figure job, he filled the requirements with brass sockets as shown in the sketch. Male and female drop elbows $\frac{3}{8}$ in. by $\frac{3}{8}$ in. were used for adapting the brass sockets to the needs of the case. The elbow flanges were useful in securing the fittings to the figure.

To the Public "You" Are the Company

Under the caption "Who We Are" there appeared the following pertinent lines concerning the relation of the individual to the company and organization for which he works, in a recent issue of *The Comstock Electricier*, the breezy little house organ issued within the organization of L. K. Comstock & Company, contracting electrical engineers, New York City:

A tall, full-bearded man with a military bearing came into the offices of an American manufacturer of railway supplies and asked to see the manager.

The office boy at the gate looked up from his magazine long enough to snap out "Gotta'ppointment?"

Said the stranger, "No, but I think he'll see me."

"Well, what'cha wanna see im about?"

"Nothing now," was the reply, and the tall gentleman rang for the down-going elevator and took a \$2,000,000 order elsewhere.

* * *

The moral is obvious. Each of us, no matter what we are doing, is the representative of the company. No, more—in our contact with others we are the company.

To the man at the other end of the wire, the voice which answers his call is not the voice of an individual. It is the voice of the Comstock Company. If it is

pleasant, cheery, polite, the company is, too. If it is querulous, grouchy, insolent, so, too, is the company.

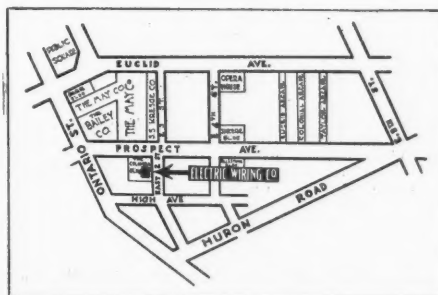
A letter, perfectly typed, suggests system, attention. A poorly-spaced letter, marked by erasures, suggests the opposite. It is not the stenographer who is judged, it is the whole company.

Out on the job the point is even clearer. Every man from apprentice to foreman who comes in contact with the owner, the architect, the contractor or any of their employees, has the opportunity to strengthen our position, to give the impression of dignity, of care, of method, not only by his work but by his attitude, his speech, his habits. Or, he can give the opposite impression.

No man, when you mention Comstock Company to him, sees a group of men. He sees individuals. He may see an impolite office boy, a swearing foreman, or the grouchy face he naturally associates with the grouchy voice he heard over the wire. He may see a smiling, polite, attentive person. It depends on his experience with the individuals who make up the organization.

Who are we? Each of us is, to somebody, the living, tangible point of contact with our company. Let us not forget.

Put Your Store on the Map



It pays to show people where your store is and how to get there. Put your store on the map and the map on your souvenirs.

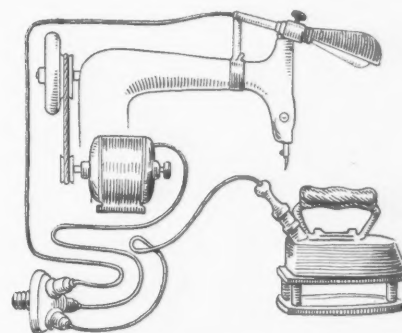
"Give me a time-table with a map of Washington on it," said a man in the Pennsylvania Station, New York City, the other evening. "I am going to that city for the first time."

From the time of our first geography lessons we have been brought up to consider the map as the most effective medium for teaching us location. It gives us a mental picture to carry with us; and once studied, is hard to forget.

It is a good thing to arrange a map of your neighborhood with a big arrow pointing to your shop. It steers business into the front door. The Electric Wiring Company, of

Cleveland, Ohio, uses the map shown in the illustration to transform ordinary desk blotters into business scouts.

Lighting as Well as Lightening the Labor of the Home



The purchaser of every sewing-machine motor is a prospect for a three-way cluster, a sewing-machine lamp, and an electric iron—for experienced seamstresses say that "half of good sewing lies in prompt and frequent pressing." And the time to sell the whole equipment is when the purchaser is getting out his or her pocketbook to pay for the motor.

A New York dealer has found that each sewing-machine motor sale opens the way for the sale of a special sewing-machine lighting fixture and of a two-way or three-way cluster outlet.

Few rooms where sewing machines are used have their lighting fixtures so located that the work passing under the sewing-machine needle is lighted to any advantage. An adjustable fixture clamped onto the machine solves this problem, and incidentally offers a sale of several dollars for the contractor or dealer.

And almost as important as good light at the sewing machine is an electric-iron outlet. Every woman knows that one of the secrets of good sewing is frequent ironing, but apparently few electrical contractors have discovered this fact, or the equally important one that women are willing to pay for the convenience of having an electric iron near the sewing machine.

A three-way cluster outlet thus provides for the sewing-machine motor, the bracket lamp, and the electric iron. And the dealer above mentioned has found that the time to sell the entire outfit is when the motor or sewing-machine sale is made, for it is then a comparatively easy matter to get the customer to invest in the extra attachments to make her electric sewing machine complete.

Contractors' Overhead 17 to 35 Per Cent, Declares California Man

"Very few electrical contractors can do business with an operating or overhead expense of less than 17½ per cent," declared a prominent Pacific Coast contractor. "In fact, the average is about 20 per cent and sometimes it goes as high as 35 per cent. The lower figure is for the large-sized contracts and the higher figure handles the smaller class of business.

"Having realized this, we are in a position to deal with the fact that architects have been in the habit of allowing on contractors' bills a margin of only 10 per cent above the cost of labor and material. The fact that they have heretofore often succeeded in getting contractors to do jobs on this basis has confirmed their belief that that percentage is ample for our requirements. The result has been that in order to make any profit the contractor is either forced to deceive the owner as to the true cost of the material and labor, or to work with no net profit for himself. The fallacy of either course is obvious.

STATE ENGINEERS APPROVED
17½ AND 10

"The Department of Engineering of California recently approved electrical contractors' bills including an overhead charge of 17½ per cent, and 10 per cent for profit in addition. In conducting an \$18,000,000 job the California Highway Commission has consumed an overhead of 12½ per cent—are we going to accept work on a smaller margin for overhead than that which is required for a job worth \$18,000,000?

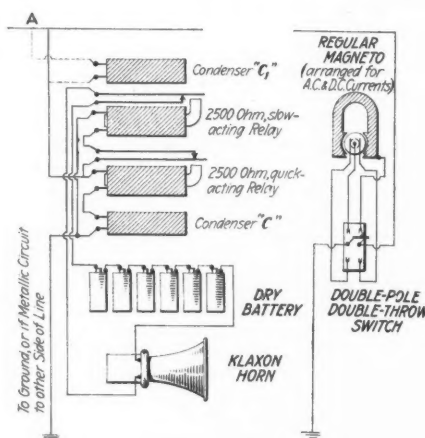
"Take the case of the plumber and the electrical contractor working on the same job. With the plumber carrying out his work on a smaller profit margin than we feel we can afford, it is up to us to show the owner the facts of the case and to resist the temptation to come down on our price to secure the work. It may be, for example, that the plumber is handling \$10,000 worth of business on this one job, and he can afford to do the work at a much smaller margin than can the electrical contractor whose work on the same job may amount to about \$2,000. But what-

ever the conditions are, let's drag 'em out, demonstrate what our percentage is and that we expect to get it.

"In this way, only, will we be able to put our business on a sound basis."

Electric Auto Horn as Telephone Call Signal

The ingenious use of a Klaxon horn as a telephone call signal, devised by Clay M. Allen, telephone engineer of the Oregon National Forest, is of more than ordinary interest because of its applicability to factories, shops, saw-mills or other places where the signal from a regular telephone bell is not loud enough to be heard. This signal-



Method of arrangement of auto horn as telephone call signal. The horn can be operated over same single wire that at other times carries alternating current, by simply throwing a switch

ing set was devised for use on magneto telephone lines and may be connected to the line at any point. The arrangement has been used with success by the United States Forest Service in signaling men engaged in road or trail construction in the national forests, who may be at considerable distance from the telephone. It has also proved very useful in fighting forest fires.

It is made in portable form and is so designed that the electric horn will not be operated by the ordinary alternating ringing current, but by a direct current only. This is generated by a regular telephone magneto equipped to give both alternating and direct current. The horn can be operated over the same single wire that at other times carries the alternating current, by simply throwing a switch.

This signaling device can be readily installed by any electrical man.

"The Lighting Art" — And Some Ideas for the Lighting Man.

Most books on lighting and lighting methods approach the subject from the standpoint of engineering. In his new book on "The Lighting Art," just published by the McGraw-Hill Book Company, Inc., New York City, M. Luckiesh, physicist in the Nela Research Laboratory, Cleveland, is one of the first authors to take the broader view which looks upon illumination as an attractive pleasure-giving art rather than a subject of cold forbidding engineering calculations. Although an engineer by training, Mr. Luckiesh has put aside, so far as this book is concerned, the narrower engineering viewpoint, and in its pages discourses interestingly and instructively on the broad aspects of lighting, including such subjects as the psychology of color, principles of light control, spectacular lighting, adaptation of lighting to architecture, and the language of color.

From the chapter on residence lighting we reproduce the following paragraphs pointing out some of the possibilities in interior illumination which are likely to find wider application as the pleasures from artistic lighting effects become more generally appreciated:

PROPOSE THIS NOVELTY FOR THE NEXT FINE HOME YOU WIRE

During the construction of a residence many novel applications of lighting may be incorporated, not only to obtain more pleasure and variety in lighting but to convert unattractive nooks or wall spaces into pleasant places. For example, it is not too theatrical to set a large decorative panel of opal glass in the ceiling of a dining room and to install red, green, and blue lamps above it in a space which has been painted with a permanent white coating. If these lamps are controlled by means of three sliding rheostats concealed in the wall any desired tint and intensity of light may be obtained.

How such a control of light may be utilized in adapting the lighting to the spirit of the occasion is left to the imagination of the reader. The cold tint of "moonlight," the warm glow of yellow light, and many other effects of various intensities may be obtained. Surely the cost of such an installation is not out of proportion to the enjoyment of it in the more pretentious residences.

BRIGHTENING THE GLOOMY SPOTS

A gloomy hallway or alcove may be equipped with a horizontal lattice placed a foot or two from the ceiling and upon this artificial vines may be entwined. Small lamps in reflectors may be directed to the ceiling. The color of the sky or the usual "moonlight" color may

be obtained by using color-screens over the apertures of the reflectors or by painting the ceiling with the desired color. This indirectly lighted ceiling as viewed through the vine-covered lattice will appear like the sky.

The same idea may be carried out in a high vertical window by moving the window to the outer portion of the frame and by covering it with a stained cardboard. Tubular reflectors may be used inverted and uniformity in the brightness of the background may be obtained by a graduated reflection factor easily obtained by the use of a black water-color.

FLOWER BOXES AND VASES AS LIGHT SOURCES

The simplest method of obtaining the desired tint is usually to color the reflecting surface which is to be viewed. Many occasions in the home may be agreeably lighted by means of the faint light from such an artificial "moonlight" window. Doubtless there are conditions when a warmer light of higher intensity would be desired.

Unique and pleasing effects may be obtained by concealing light sources in imitation flower boxes hung on the walls in the sun room or dining room, and perhaps on the porch and in the living room. Many decorative spots of light may be obtained by concealing light sources in vases and in other appropriate decorative objects.

A jardiniere on a pedestal provides an excellent place in which to conceal a reflector and a fairly large light source from which a large room may be indirectly illuminated. Artificial vines may be draped from the jardiniere very effectively. Vases containing lighting units may be placed upon the mantel, upon bookcases or upon the piano, and from these very pleasing indirect illumination may be obtained.

In the sun room a central indirect fixture consisting of a suspended basket containing an artificial foliage plant provides an appropriate place for concealing a light source.

Twenty Customers Consult This Directory of Contractors Each Day

Many central stations have maintained in their offices a typewritten or printed list showing the names of the local electrical contractors for the benefit of customers who come in to inquire about wiring. The Mahoning & Shenango Railway & Light Company of Youngstown, has gone a step further and installed on the wall of its electric shop, opposite the cashier's window, a large, painted directory on which are listed the names of all local contractors, their addresses and what they sell. A careful watch has been kept to see how many people take advantage of this directory, and it has been found that on an average not less than

twenty times a day people come in, consult the directory and make notes and go out. This is proof enough of the practical value of the idea.

"Bell Out of Order" Signs Point Way to New Business

BY PAUL F. CORNISH

The business manager of an electrical contracting firm was summoned to a certain neighborhood to make several calls at private residences. While doing so he noticed that a number of front-door push-buttons were decorated with notices stating that the bell did not ring. Acting on the impulse of the moment, he took several of his firm's business cards from his pocket case and inserted one behind every such notice he saw.

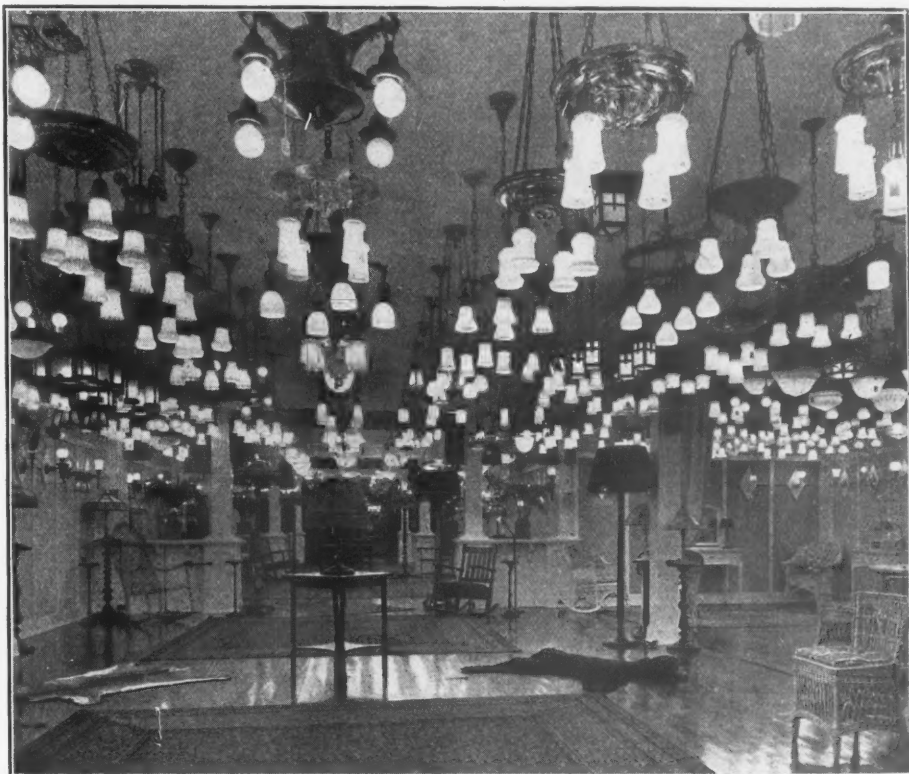
Later his company instructed all their employees to follow this practice at every opportunity, with the result that the firm sold batteries,

Dooryard Advertising

When you are putting on a sale you are anxious to advertise in some novel way, have paper pennants made with the sale advertisement on them. These pennants should be about the size and shape of an automobile pennant and each one should be fastened to a stick about 18 in. long and sharpened at the end. When the time comes to use them, have some boys go around town at night and stick one in the ground in every dooryard, so that in the morning the community will be decorated with your advertising. Don't think people will not read the advertisements. They will.

A Fixture Room Finished in Exquisite Style

The showroom of the Martin Wright Electric Company, San Antonio, Tex., is laid out in imitation of a large modern apartment. Five



How a progressive Texas dealer has furnished up his showroom. The well-appointed fixture sales department of the Martin Wright Electric Company, of San Antonio

bells and labor to many new customers. Moreover, it often paved the way for new business of various kinds. In fact, one house-wiring contract running into a goodly figure was traced directly to prompt and careful attention to so small a thing as a bell that needed proper adjustments.

rooms, a reception hall, parlor, sitting room, bedroom and dining room are shown. In each room the furnishings are tastefully selected and arranged. In some instances the furnishings consist of trophies of the hunt collected by Mr. Wright, who is famed as a hunter in the Southwest.

STORE EQUIPMENT AND METHODS

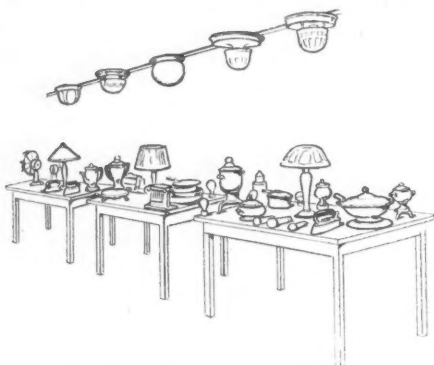


*How to Plan and Equip Your Store
—Systems Used in Successful Merchandising*



Adapting Displays to the Narrow Salesroom

In arranging goods in a long, narrow salesroom it is often difficult to show all the goods that ought to be



The display of ceiling lighting fixtures over a row of appliance tables is particularly effective in a narrow salesroom.

exhibited without giving the room a crowded appearance.

In the Auburn, N. Y., store of the Empire Gas & Electric Company a row of tables is used in the center of the room, on top of which various electrical appliances are grouped. Above these tables are mounted several types of ceiling lighting fixtures, which throw a strong light on the goods below them. The combination fits in well with the shape of the room and gives an economical distribution of space.

Adding Outlets to the Cents-per-Hour Meter

With the coming of the Mazda lamp several years ago it behooved nearly every electrical store to have a panelboard equipped with a number of lamp sockets and meters, by means of which could be shown the comparative energy consumption and light production of tungsten lamps and the old carbon-filament variety. The time has come now, however, when many of these boards have fallen into disuse on account of the fact that most people know why they should buy a tungsten lamp.

Realizing that this condition exists,

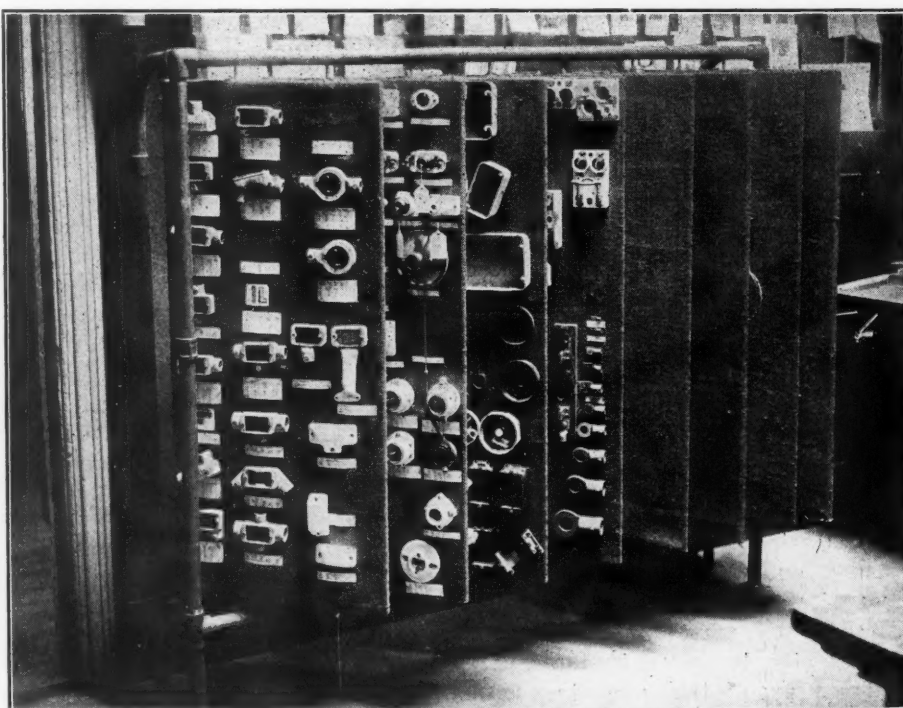
but also feeling that too little is known about the real cost of operating electric appliances, one store in the Middle West has added baseboard receptacles at the bottom of its panelboards on which its cents-per-hour meters are operating. This accomplishes two things. It permits the salesman to demonstrate to a customer the comparative energy-consuming characteristics of certain types of lamps and certain appliances, and actually shows how much energy an appliance uses, much to the surprise usually of the prospective customer, who has fears of an increasing electric bill. Moreover, the use of baseboard receptacles on the panel eliminates the necessity of using the lamp socket for attaching the appliance to an energized circuit. This is a good point because it offers the salesman an opportunity to demonstrate a baseboard receptacle and perhaps to interest the customer in having a small wiring job installed in addition. Also, it may serve to continue the usefulness of many a panelboard which otherwise might be discarded.

Scoop Out Building Wall to Deepen Wall Showcases

Sometimes it is desirable to have a comparatively deep wallcase for portables and lamp shades, although the inside dimensions of the showroom itself will hardly admit of the showcase extending into the room. Under such conditions the dealer with restricted space can adopt the scheme used by a Tennessee dealer-contractor, and scoop out the building wall so that his showcase can be placed half inside and half outside the wall opening. In such case an I-beam should be let into the building wall to support the weight of the wall and structure above it, and if this is done carefully the strength of the wall will be little impaired.

"Home-Made" Rack for Displaying Wiring Fittings

Six hundred fittings for electric wiring service can be displayed on the eight swinging panels shown herewith, the view being taken at the offices of the Boss Electrical Supply Company, Providence, R. I. The panels are each 18 in. wide by 3 ft. 6 in. long, and are mounted on 1/4-in. cold-rolled steel pins seated in 1-in. iron pipe framing. The panels are of 3/4-in. pine, covered with green bur-lap, and the outfit occupies a space



This rack, made of pipe fittings, provides for displaying all sorts of electrical supplies mounted on its eight swinging leaves. It was "home made," the materials costing less than \$6

MONTHLY PROFIT AND LOSS STATEMENT							
INDIRECTLY PRODUCTIVE ACCOUNTS				DIRECTLY PRODUCTIVE ACCOUNTS			
	Cost		Cost		Gross Sales	Cost	Net Sales
Advertising.....	\$.....	Sum brought fwd..	\$.....	Appliance department..	\$.....	\$.....	\$.....
Delivery expense.....		Salaries.....		Merchandise department..			
Insurance.....		Uncollectable bills.....		Fixture department.....			
Interest on investment.....		General depreciation.....		Motor repair department..			
Rental.....		Shortage and breakage.....		Motor sales department..			
Stationary and postage.....		Stock handling.....		Wiring department.....			
		Shipping.....		Net ind. prod. expense.....			
Sum carried fwd..	\$.....			Totals.....	\$.....	\$.....	\$.....
		Total cost.....	\$.....	Total operating cost.....			
		Less discounts on bills.....		Net profit for month.....			\$.....
				Net profit last month.....			
		Net ind. prod. exp.	\$.....	Gain over last month.....			\$.....

Monthly report of sales of a New York electric shop

about 5 ft. 6 in. long, 4 ft. high and 20 in. deep. The cost of the rack was between \$5 and \$6. This arrangement is well worth its cost, not only on account of the opportunity furnished for showing additional goods but because of the space it saves.

dow when viewed from the sidewalk, so that one window trimmed with appliances serves for both sides of the doorway. Behind the mirror advantage has been taken of the space to install a number of shelves and a closet, so that needed storage space is secured at the front of the store.

Advertising by Street Car

Hire from the local street railway company, if you can, a street car for one or more rounds of the tracks. Trim this up with your advertising banners and put a crew aboard to distribute advertising as opportunity offers, or even load on a brass band. This makes a good way to call attention to a store opening, a special sale, or some other feature. A special car carrying passengers free only to your store during the sale might be a valuable feature and a novelty in the way of publicity.

A Mirror to Take the Place of One Show Window

When the W. C. Teas Company of Chattanooga, Tenn., moved into its new electric shop it was suggested that the narrow plate-glass window on one side of the entrance doorway be replaced with a big mirror. This was done, and as a result this looking glass gets probably more attention than would any window display. Passers-by, particularly women, turn to eye themselves in the big mirror, and incidentally have their attention drawn to the electric shop. The angle at which the mirror is turned serves to reflect the doorway and opposite win-

The Value of a Monthly Statement to the Electric Shop

A carefully compiled profit and loss report at the end of each month forms an excellent barometer of the business weather conditions in the electric shop, and the preparation of such a report is not difficult. Where a perpetual inventory is kept on stock, figures are available on amount on hand and the value of goods turned over during the month.

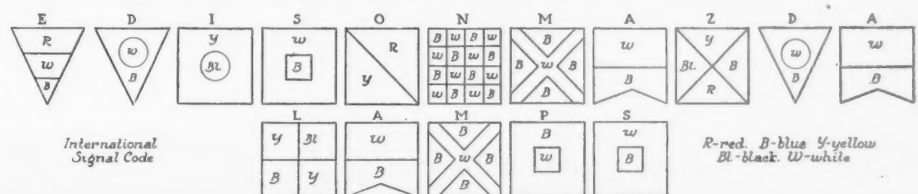
An electrical store in New York State makes a practice of getting its net profits on paper every thirty days in a form which is illustrated in the table. Against each source of income is charged the expense incurred by the corresponding department, including labor and material costs.

Certain percentages of the gross profits are charged under "depreciation," "stock shortage" and "uncollectible bills," thus creating a reserve fund to counteract these losses at the end of the year.

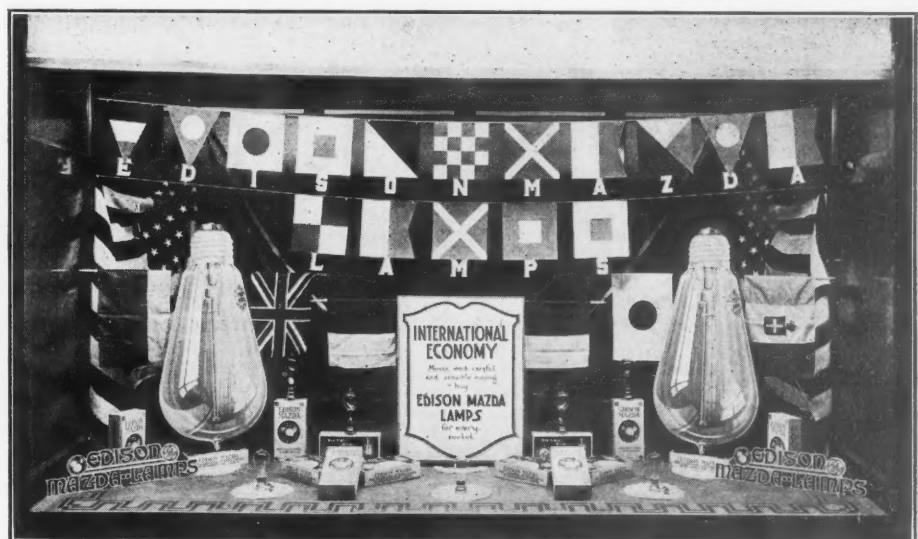
A Window Display that Signals a Sales Message

Electrical men should practice as well as preach better show-window lighting, particularly during the winter months, when darkness furnishes an opportunity for this kind of publicity. The international signal flag display pictured below is a harmonious arrangement of colors which show up in their true values, under the illumination of the blue-bulb Mazdas which are featured in the display. It demonstrates what effects are possible when proper lighting methods are used.

Our own stars and stripes, the flags of our Allies and the International Signal Code flags are unusually attractive in this display. The signal flags are made of cardboard and can easily be turned out by any good sign shop, or by any careful woman equipped with a few sheets of colored paper, a pair of scissors and some paste.



Key showing color scheme of International Signal Flags



THE COMPLETED DISPLAY, SHOWING SIGNAL FLAGS AND COLORS OF THE ALLIES

SALES HELPS FOR THE DEALER



*What the Manufacturer Offers
to Help You Get More Trade*



Forty Ways to Use Your Vacuum Cleaner

G. Q. Porter, sales manager of the National Sweeper Company, has been compiling some of the novel and unusual ways in which Torrington vacuum cleaner owners report making use of



In houses heated by hot air, a sluggish register can be brought quickly to life by taking off the cleaner bag, and placing the cleaner so as to suck air from the hot-air pipe

their machines, and has already obtained a list of forty different applications, which are enumerated herewith.

Of special interest just at this time of zero weather and balky house-heating plants are the winter uses of electric vacuum sweepers. In houses heated by hot air a backward register is brought quickly to life by removing

the cleaner bag and setting the cleaner over the register to operate for a few moments to start the furnace air flowing to that quarter, and the temperature of the room improved.

Another customer reports a quick radiation from a hot radiator in a cold room by forcing the room's air against the radiator—simply removing the bag and operating the cleaner on a chair in front of it for a few moments.

The flow of air from the cleaner in the same way—even in a room without heat—will clear the windows of frost by a few moments' use.

Another use for the sweeper could probably be duplicated in many homes at this time of the year. The happy owner writes:

"We recently had a disaster with an oil stove. It was discovered, after the stove had apparently for an hour rained down a film of oily black soot over every inch of the room. On the floor was my best Oriental rug—a beautiful 9 in. x 12 in. Kirmanshah, with its rich tones of rose and ivory—a wedding gift and the pride of our home—ruined, as I thought, beyond any chance of restoring.

"I got out my electric sweeper and

before setting foot on the rug started in the discouraging work of cleaning up. The work of your Torrington cleaner in that trying situation was no less than magical. Will you please especially compliment the man who had the foresight to design the machine with the nozzle so that it could be set slightly off the floor, and to have those front brush wheels follow behind the cleaning range of the sucking part? It worked like a charm—cleaned it in clean strips without any of the machine running over it to stamp it in.

"With the worst of it off, a little ammonia and water, applied with a



The vacuum sweeper proved a timely antidote for the mischief wrought by an oil stove, which, unbeknownst, had for an hour rained soot over floor and rugs

cloth, restored the colorings completely, but nothing short of your electric cleaner could have averted serious damage."

* * *

The Trumbull Electric Manufacturing Company of Plainville, Conn., is distributing a new bulletin covering its "Safety Service" knife switch line, and a line of inclosed switches that are not externally operated. This line is complete, covering all general requirements. The two features that are especially emphasized in the design of the "Safety Service" switch are first, that the box cannot be opened until the switch is disconnected, and second, when opened the switch cannot be connected until the cover is closed. With these two features, it is impossible for an operator to come in contact with a live closed switch.

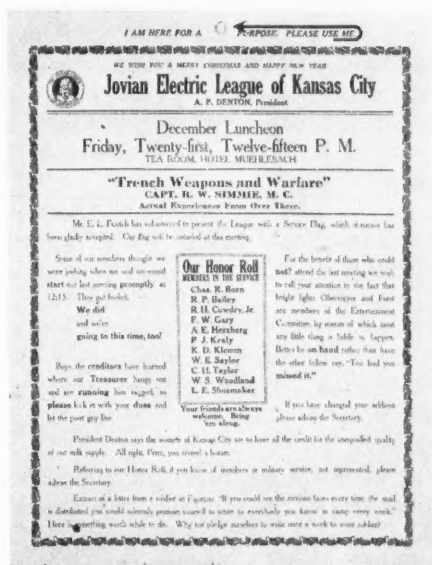
The Import Sales Company, manufacturer of Diamond flashlights and batteries, announces that on Feb. 1 it will move its offices to new quarters at 27-31 West Twentieth Street, New York City. The change is due to the fact that the factory and office space which the company now occupies is required in connection with some special orders for the national government.

Forty Ways to Use Your Vacuum Cleaner

1. Killing ants.
2. Cleaning the dog.
3. Cleaning the old white horse.
4. Renovating pillows.
5. Drying damp basements.
6. Drying photo plates.
7. Hurried drying of clothing.
8. Making wet Monday dry—in the attic.
9. Using cleaner as a mop.
10. Drying wet varnish quickly.
11. Chasing smoke fumes.
12. Helping wash windows.
13. Drying the hair.
14. Drying fruits and vegetables.
15. Making a lazy hot-air register jump.
16. Making a steam radiator "radiate."
17. Clearing frosty windows.
18. "Getting" window flies and mosquitoes.
19. Killing bees and wasps.
20. Cleaning up after a cranky oil stove.
21. Cleaning up broken glass.
22. Dusting books—leaving none between the leaves.
23. Dusting white woodwork—no smearing.
24. Dusting the automobile.
25. Dusting draperies and small rugs.
26. Dusting tufted furniture.
27. Dusting stair corners.
28. Dusting radiators.
29. Dusting hot-air registers.
30. Dusting picture moldings and walls.
31. Dusting women's hats.
32. Dusting clothing and furs.
33. Dusting the billiard table.
34. Dusting mattresses and pillows.
35. Dusting the inside of the piano.
36. Dusting the victrola.
37. Dusting the dresser drawers.
38. Dusting shelves.
39. Dusting the rugs themselves.
40. Home barbering aid.

A Card with a Purpose!

A. Penn Denton, president, and T. A. Harber, secretary, of the Jovian Electric League of Kansas City, are live ones, and inject a lot of pep into the organization and the members.



The novel combination poster announcement and return postal card used by the Jovian League of Kansas City

Mr. Harber has materially contributed to interest in the meetings by the clever manner in which he gets up the monthly announcements. These notices partake of the nature of bulletins, for they give high lights on the previous meeting, and on things happening in the organization. The expense is only a trifle more than conventional notices cost, and are far more effective.

The Society's Holiday Campaign a Success

America's Electrical Christmas, the campaign conducted by the Society for Electrical Development, was a much greater success than was even anticipated. The belief entertained in certain localities that owing to the unusual and unsettled countrywide conditions this year's holiday selling might not come up to the business of previous seasons was happily proved unfounded. Not only were the requests for the society's sales and advertising helps far greater than the supply, but several printings were necessary to fill the sudden last-minute rush of orders for posters, stamps, cards and booklets. It is worthy of

more than passing note that those companies using the greatest number of service aids reported the greatest business increase over all previous holiday seasons.

In all, the society mailed out 5332 one-sheet color posters, 128,000 poster stamps, 5077 window cards, 2022 large window wreaths, more than 200,000 suggestion folders, 35,000 form letters, 2500 sets of price cards, sixteen cards per set; 100,000 Christmas seals (as a substitute for poster

stamps after the supply was exhausted), fifty movie films, a total of 2143 newspaper "mats," and various other

material. Nearly 50 per cent of the society's members took advantage of the society's sales service, and a further great percentage entered into the campaign by using their own copy and illustrations. In addition there were more than 125 sets of colored lantern slides used, six slides per set.

The S. E. D.'s Four-Star Service Flag

Four members of the staff of the Society for Electrical Development, Inc., New York, have already entered the United States army or navy service. Hill Griffith is now a captain of cavalry; R. A. Jones is a lieutenant in the signal corps; J. J. Flynn is in the infantry, and W. W. Ayres is a first-class yeoman in the United States Navy.

Washing-Machine Manufacturer Offers Strong Selling Letters as Dealer-Helps

The Federal Sign System (Electric), Chicago, has asked each of the dealers who handle its electric washing machine to supply the names of twenty-five good prospects who have electric service. To these prospects the Federal company offers to write strong selling letters which will bring business. The letter series includes four letters, mailed ten days apart, designed to bring customers to the dealer's store. All of the inquiries received from each city are referred to the local dealer, while at the same time the manufacturer writes to the prospect and gives him the name and address of the local dealer. Special personal letters are also written to people to whom the dealers have talked but with whom they have been unable to close sales.

This letter service is offered in addition to other selling helps designed to tie into the dealer's local campaign and to speed the purchasing purpose in the prospect's mind. These other dealer helps include a variety of attractive circulars, some catchy slides for the movies, complete newspaper electrotypes, ready to run; window displays that attract attention, blanks for prospect's names, sample guarantee bonds, and so on. But C. B. Graves, sales manager of the Federal company, is putting special emphasis on the selling results to be accomplished through the letter-service campaign now under way.

[illegible]

Blank form on which the dealer is asked to write the names and addresses of twenty-five good local electric washer prospects. To these persons the washer manufacturer offers to write a series of strong selling letters—followed by personal letters in case the dealer succeeds in interesting the possible purchaser but does not complete the sale.

Specifications for the Complete "Home Electrical," for Architect and Contractor

To place in the hands of the architects of the country copies of plans and specifications from which suggestions for the electrical lay-out of almost any residence, however simple or pretentious, may be secured, and to acquaint architects with the service which electrical contractors as a class are prepared to render in executing such electrical lay-outs, the Habirshaw Electric Cable Company, and the distributors of its wire product, the Western Electric Company,

have prepared an admirable series of plans and wiring layouts for the complete electrical equipment of a moderate first-class dwelling (cost to build, \$12,000 to \$15,000), the first floor plan being reproduced in the accompanying illustration.

The aim has been to show the electrical equipment as complete as possible, of course, although in specific cases the architect will probably select the items which he or the owner wishes to include in the building on

which he is working. The lay-out, as gotten up, is complete, however, even to such details as an electric "log-lift" for the fireplace, and toy-transformer terminals in the nursery. Wall outlets are liberally supplied, of course, and while those intended to supply portable lamps, etc., are of the base-board type, the outlets for temporarily connecting vacuum cleaners, etc., are *waist-high*, so that the future occupants may be spared even the discomfort of stooping to insert or withdraw a plug!

Copies of these plans and specifications are now being mailed out to electrical contractors. Other sets of the plans, with descriptions of the appliances specified, are shortly to be distributed among architects on pages bound into Sweet's Index, and announced in other architectural publications.

And finally, in order that the ultimate buyer and owner may know something of the service that the architect and contractor are ready to furnish him, a full-page advertisement is scheduled for the *Saturday Evening Post* of January 19 headed "Consult Your Architect and Electrical Contractor." The text of this advertisement is also notable in defining the position of the architect and contractor accurately for the information of the customer. For the benefit of our readers we reproduce it verbatim:

A house is just a house—until it becomes a home. Then are realized the comforts and conveniences which were planned before the house was built.

No owner could be expected to visualize all the things which make for comfort and convenience—particularly electrical equipment. Hence the architect and electrical contractor: the architect to plan—the electrical contractor to install the many appliances that make electricity useful for more than lighting.

THE ARCHITECT'S SERVICES

Architecture is a profession—for hundreds of years architects have carefully studied the practical combination of art and comfort in building construction.

You need the architect—because an architect will not only produce a building which you will be proud to own, but also because he has the technical knowledge to plan for everything that will make living easier.

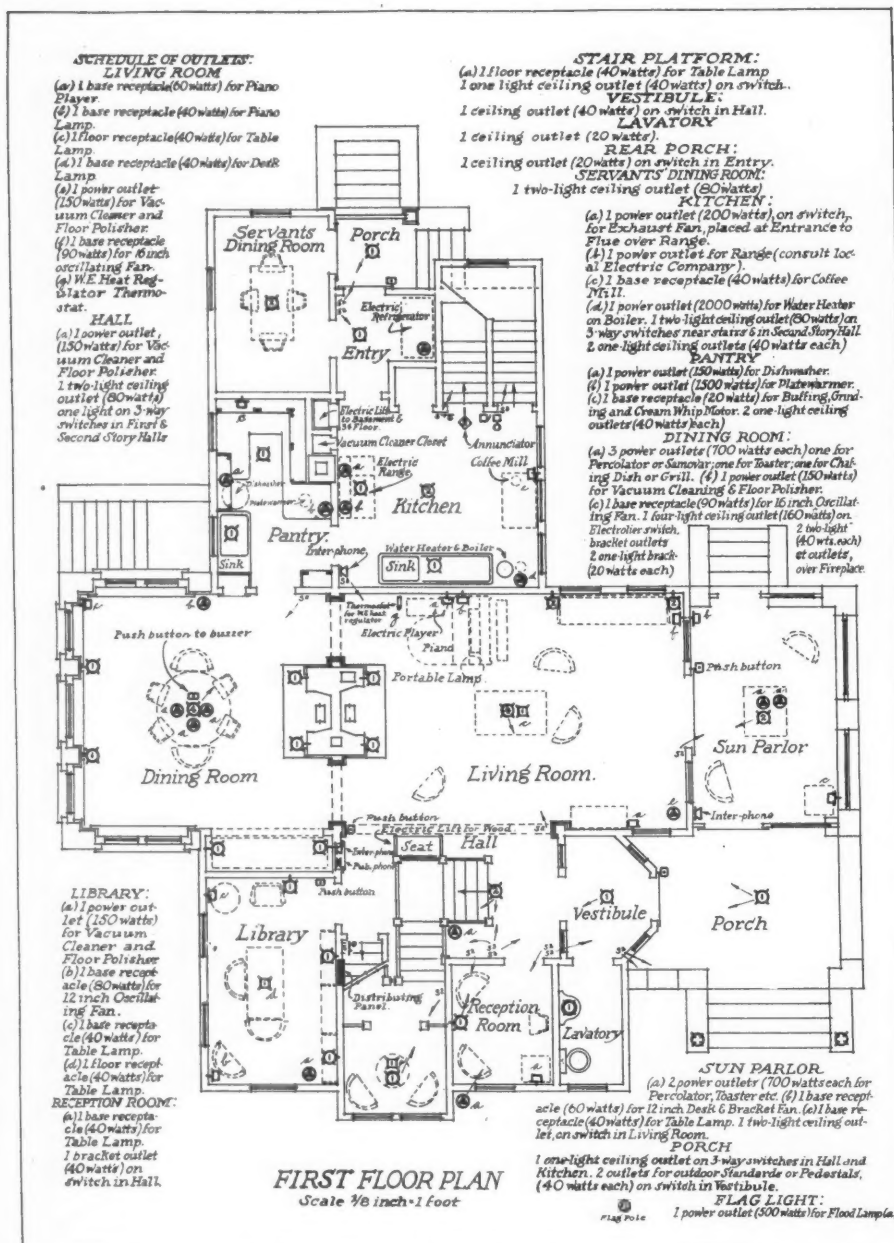
It pays to engage an architect to plan for every kind of building.

THE ELECTRICAL CONTRACTOR'S SERVICES

No matter how well an architect plans for electricity he must depend upon a competent electrical contractor for installation.

The electrical contractor in conjunction with the architect can give you complete electrical service. There is no other way to get such service—service that will satisfy as long as the building lasts.

When you have any kind of electrical work to be done give it to a competent contractor



Lay-out of electrical wiring for first floor of "The Home Electrical"—one of a series of four floor plans which, together with full specifications, are being furnished to architects and to electrical contractors to serve as a reminder of the many uses of electricity in the modern home. These lay-out sheets are part of an advertising campaign of a wire manufacturer and distributor

Sundays and Thursdays Set Aside as "Lightless Nights"

To further conserve coal and other fuels, the United States Fuel Administration, amending its former orders permitting the restricted nightly operation of electric signs and displays, has now put into effect a schedule of "lightless nights" on Sunday and Thursday of each week.

Under the new order, it is forbidden to consume coal, oil, gas or other fuel for

illuminating or displaying advertisements, notices, announcements or signs designating the location of an office or place of business, or the nature of any business, for electric searchlights, or for external illumination for ornamentation of any building, or lights in the interior of stores, offices or other places of business when such stores are not open for business, excepting such lights as are necessary for the public safety or as are required by law; nor for excessive street lighting intended for display or advertising purposes, whether such lights are maintained by the municipality or others.

Dr. Garfield, Fuel Administrator, has also requested that, in compliance with the patriotic spirit of the order, householders shall observe the "lightless nights" by burning as few lights in homes as it is possible to get along with conveniently.

Electric Announcer Used At Dutch Auctions

At the regular trade auctions held in the Netherlands, instead of having an auctioneer call for bids there is a large dial provided with an index hand, according to Paul Edwards of the United States consular service stationed at The Hague. The face of the dial is marked with prices, increasing in clockwise fashion. The hand is set at a price above that which the goods offered will probably bring, then is slowly moved to lower and lower figures until some trader indicates his willingness to buy.

Electric push buttons are connected with the dial, which the traders press when a price satisfactory to them is shown by the dial. As the trader presses his button his number appears on the face of the dial and the lot of goods is sold to him at the price indicated by the index hand. There is no noise or confusion, and the auctions are finished in a remarkably short space of time.

Although so far as we know, no device of this kind is yet on the American market, this suggestion will be all that is necessary to enable many an ingenious American electrical contractor to construct such an apparatus for local use in auctions, bidding, balloting, etc.

A Text on "Wireless"

Although the operation of amateur wireless stations has been officially discontinued by the War Department for the period of the war, the interest in radio communication has been intensified rather than diminished by our participation in the world conflict.

Every operator of a United States airplane is required to become familiar with the principles involved in the wireless equipment, and men in the electrical industry throughout this country are constantly meeting the need for information upon the construction and operation of radio apparatus.

In the 200-page book, "Radio Communication," by John Mills of the research department of the Western Electric Company, which has just come from the press of the McGraw-Hill Book Company, Inc., New York City (price \$1.75), the subject has been covered in such a way that any reader with elementary training may follow the work without difficulty.

Record of Lighting Fixture Patents

Mechanical Patents

1,248,502. Electric Light Fixture. William Davidson Kyle, Milwaukee, Wis. Filed April 22, 1915. Issued Dec. 4, 1917.

1,248,569. Electrical Appliance for Conduit Outlet Boxes. Floyd C. Smith, Syracuse, N. Y., assignor to the Crouse-Hinds Company, Syracuse, N. Y. Filed May 6, 1911. Issued Dec. 4, 1917.

1,248,572. Switch Lock. Arvid P. Sunnergren, Pittsburgh, Pa., assignor to American Auto Lock Company, Pittsburgh, Pa. Filed Nov. 18, 1915. Issued Dec. 4, 1917.

1,248,849. Lighting Fixture. Edwin F. Guth, St. Louis, Mo., assignor to St. Louis (Mo.) Brass Manufacturing Company. Filed Jan. 15, 1917. Issued Dec. 4, 1917.

1,249,065. Pull Switch Indicator. Gilbert W. Goodridge, Bridgeport, Conn., assignor to the Bryant Electric Company, Bridgeport, Conn. Filed April 9, 1914. Issued Dec. 4, 1917.

1,249,117. Pull Chain Switch. Charles J. Klein, Milwaukee, Wis., assignor to the Cutler-Hammer Manufacturing Company, Milwaukee, Wis. Filed Sept. 16, 1911. Issued Dec. 4, 1917.

1,249,247. Attachment Plug. George B.

Thomas, Bridgeport, Conn., assignor to the Bryant Electric Company, Bridgeport, Conn. Filed Sept. 9, 1916. Issued Dec. 4, 1917.

1,250,120. Decorative Illuminating Means. Alfred C. Abramson, Rockford, Ill. Filed March 13, 1915. Issued Dec. 18, 1917.

1,250,129. Incandescent Electric Lamp Socket. Carl H. Bissell, Syracuse, N. Y., assignor to the Crouse-Hinds Company, New York, N. Y. Filed June 22, 1911. Issued Dec. 18, 1917.

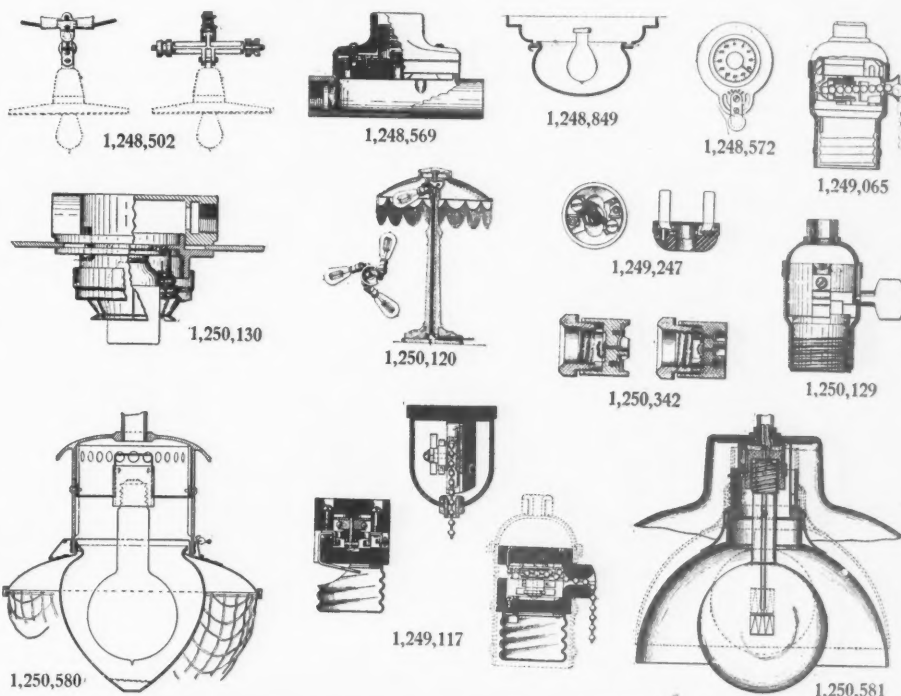
1,250,130. Conduit Outlet Box Fitting. Carl H. Bissell, Syracuse, N. Y., assignor to the Crouse-Hinds Company, Syracuse, N. Y. Filed May 18, 1914. Issued Dec. 18, 1917.

1,250,342. Receptacle for Electric Lamps. Axel V. Olson, San Francisco, Cal., assignor to Pass & Seymour, Inc., Solvay, N. Y. Issued Dec. 18, 1917. Filed July 8, 1914.

1,250,580. Electric Light Fixture. Gustav A. Harter, Chicago, Ill. Filed Sept. 18, 1915. Issued Dec. 18, 1917.

1,250,581. Electric Fixture. Gustav A. Harter, Chicago, Ill. Filed June 22, 1914. Issued Dec. 18, 1917.

1,250,815. Incandescent Lamp. Frank M. Dorsey and Harold D. Blake, Cleveland, Ohio, assignors to the General Electric Company. Filed Feb. 5, 1914. Issued Dec. 18, 1917.



Copies of illustrations and specifications of any of these patents may be obtained from Commissioner of Patents, Washington, D. C., for 5 cents each

How the Electrical Dealer Can Use Movie Slides to Advantage

BY EARNEST A. DENCH

THE moving picture screen is proving a good advertising medium for electrical dealers and contractors throughout the country. The photoplay theater is a comparatively new advertising medium, and its possibilities are well worth the electrical dealer's consideration.

Your modern motion picture exhibitor is no longer housed in a converted store, where he presents second-rate films in poorly lighted and insufficiently ventilated quarters. He would soon find himself a bankrupt if he used such pioneer methods.

These changed conditions spell publicity opportunity for the electrical dealer. However, to get the full benefit of the modern movie theater the dealer must use a type of advertising slide as modern as the theater in which it appears. An announcement slide that is used for every performance until it becomes faded, dirty and cracked defeats its own object.

MUST INTEREST MOVIE PATRONS

The folk whom you are trying to address must be carefully considered. They step in the motion theater primarily to be entertained. Spectators do not object to advertising slides when they are not too numerous, because that affords them something to which they can turn their attention during intermission and between shows.

Pictures appeal to the eye, consequently more attention is paid to slides containing clever illustrations with text to correspond. One might picture, for example, a housewife using a vacuum cleaner, with the wording as follows:

"LIGHTENING THE LABOR OF THE HOME"

"Let Our Electric Sweepers Lighten the Labor of Your Home This Spring."

The above is a typical example of the stock slide which may be obtained at 35 cents and up. New designs are constantly appearing, so practically every need of the electrical business is taken care of.

The oftener you make a change of slides the better, since a change of

program is generally made each day. You know yourself that you grow tired of seeing the same thing over and over again, so do not give spectators a chance to treat your screen announcements with scant respect. Once weekly is an ideal interval, but never keep any one slide on exhibition, no matter how good it may be, for more than a month.

RATES FOR EXHIBITING SLIDES

There are really no standard rates for exhibiting slides. Every exhibitor has his own ideas in regard to the value of the location and size of his theater, so you will have to pay anything from \$5 to \$50 a month for the service.

No one selects mediums with his eyes shut, and there are unsuitable photoplay theaters as there are unsuitable newspapers. The writer would suggest that you look over all the likely shows in your locality, and arrange matters with the exhibitor whose theater impresses you as being best suited to your purpose. The one great pull the motion picture theater has over other publicity mediums is that you obtain 100 per cent attention. In the darkened hall, patrons must concentrate their eyes upon the magic white screen.



Labor and Material Plus 50 per Cent

If your "overhead" runs 23 per cent of your year's gross business (which seems to be about what it COSTS most contractors just "to do business").

And if you want to make ten per cent profit—

To find your selling price

You must add 50 per cent to your costs for labor and material.

In other words, selling price equals cost of labor and material plus 50 per cent.

One Regular Delivery a Day Maximum for Retail Stores

One regular delivery a day as a maximum for retail stores throughout the United States, and co-operative delivery systems in all the smaller cities and towns, are now direct objectives of the delivery campaign started some time ago by the Commercial Economy Board of the Council of National Defense. The state councils of defense have been co-operating in the campaign.

The board's recommendations already have been adopted in cities with a total population of approximately 16,000,000, and as a result at least 15,000 men called for war service have not had to be replaced from the limited labor supply available for the essential industries.

Economy Company Purchases "Arkless" Fuse

The Economy Fuse & Manufacturing Company of Chicago announces that it has purchased the entire fuse business of the Detroit Fuse & Manufacturing Company, maker of the "Arkless" inclosed fuses. The transaction includes the conveyance of all merchandise, materials, machinery, tools, designs, patents, good will and unfilled orders. The physical assets of the Detroit Fuse & Manufacturing Company in so far as they pertain to the making of fuses have been shipped to the Chicago plant of the Economy company, where the manufacture of "Arkless" fuses will be continued, production being, as heretofore, under the label service of the Underwriters' Laboratories, Inc.

* * *

The Brassart Fixture Company has consolidated with the New York firm of Shapiro & Aronson, under the name of Shapiro & Aronson, Inc., with new showrooms at 20 Warren Street, New York City, and are now ready to offer a complete and popular-priced line of gas and electric fixtures. The company is sending out new catalogs to anyone making application for them.

The Trumbull Electric Manufacturing Company of Plainville, Conn., has been elected to membership in the Rice Leaders of the World Association.

GOSSIP OF THE TRADE



*Glimpses of Electrical Men as
Caught by Lens and Pencil*

War Department to Recognize Electrical Contractors in Cantonment Work

Already in these columns the attention of our readers has been called to the fact that the net effect of the rules of procedure for the guidance of constructing quartermasters in the field has amounted to almost explicit directions to general contractors to execute all electrical work involved in their contracts.

On Nov. 3 the Conference Club of larger electrical contractors addressed to General Littell of the Quartermaster's Department the following letter:

Acting on the advice of Major Marshall, with whom the undersigned committee had an interview on Nov. 1, we desire to bring to your attention and ask your consideration of some reasons why the Quartermaster's Department of the army should alter its policy with respect to the employment of sub-contractors in mechanical lines, but more especially in electrical work.

First—Electrical equipment contractors are more familiar with the technique of the business than others, therefore,

Second—They can produce such equipment for less money, in less time and with less lost motion than anyone else.

Third—The electrical equipment contractor can regulate and distribute the supply of labor with less disturbance to regular business than any one else.

Fourth—By placing such contracts with electrical contractors the government will avail itself of a highly organized department of business, and

Fifth—The government will cease to lend its influence to the destruction of a business and at the same time will encourage a business to which in normal times it has freely and profitably given its patronage.

Following this letter, a conference was held with General Littell and his staff at Washington, when the arguments above were freely discussed, and as a result Chairman L. K. Comstock of the contractors' Washington Committee received this letter:

This office fully appreciates the arguments presented by your committee, and you are hereby assured that in future work the sub-contracting of electrical work will be favorably considered.

It is very gratifying, therefore, to be able to state that the Quartermas-

ter's Department has signified its intention to make use of the electrical contracting industry in future work required by the Quartermaster's Department.

Army Day at Chicago Electric Club-Jovian League

Army mess served in army kits with the meal superintended by a former club member—Sergeant William L. Geuder from Camp Grant—was the feature of the program of the Electric Club-Jovian League meeting on Dec. 13, which was attended by 325 members.

Joseph Byfield, proprietor of the Hotel Sherman, as one of the speakers, told how he had assisted in training 2800 civilian cooks for the army. A service flag which Mrs. L. C. Spake made for the club was presented by Frederic P. Vose. After an appeal for contributions to the Knights of Columbus Recreation Camp Fund, F. W. Harvey took a collection amounting to \$135. This was followed by another collection made in army coffee pots amounting to \$159.65 to purchase recreation equipment for Battery D, 332nd Field Artillery, of which Sergeant Geuder is a member.

The election of officers for the year



Grub served with army mess kits in exact conformation with United States Army regulations, gave the Chicago Electric Club-Jovian League a taste of military life at the club's meeting on Dec. 13, when more than 350 members and guests were present. Sergeant William Geuder, a member of the club, superintended the service and arranged for the loan of the equipment from

Camp Grant, where he is stationed. The club's annual election was held the same day, and after a lively contest the "regular ticket" was successful, the newly elected officers being Fred M. Rosseland, president; Eugene A. Rummier, first vice-president; H. A. Porter, second vice-president; W. H. Hodge, secretary-treasurer, and Paul W. Koch and A. L. Nelson, members of the board of managers.

NEW MERCHANDISE TO SELL AND WHERE TO BUY IT

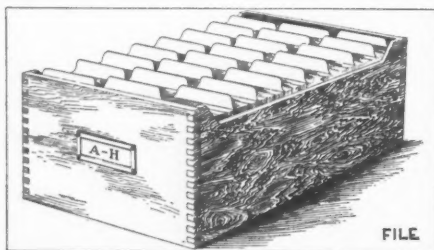
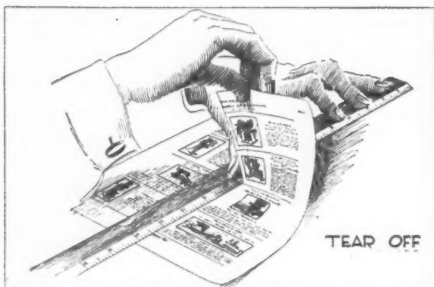
*Appliances, Socket Devices and Wiring Supplies Which
Manufacturers and Jobbers Are Putting on the Market*

Including Many New Appliances to LIGHTEN THE LABOR OF THE HOME

How to Use These Pages to Make Your Own Buying Index

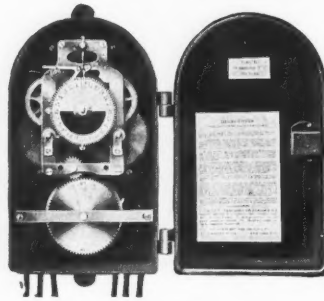
Do you want an up-to-date buying index of "New Merchandise to Sell"—an index that you can make up as you go, to fit your own needs and those of your customers? Then file these items in a "Buying Index" of your own, in your own way—either on filing cards, on loose-leaf sheets, or in a scrap book—just as you prefer.

Beginning with the September, 1917, number ELECTRICAL MERCHANDISING has been furnishing its readers with the selective new-merchandise catalog service continued on these pages. By tearing out those items which affect your business and pasting them on filing cards, you can make a buying index that will put information on *what is made and who makes it*, right under your finger's end.



Every item, with its illustration, will fit a standard 3-in. by 5-in. filing card. Or, if preferred, these items can be pasted on sheets of paper for binding in a loose-leaf catalog or folder.

That there may be no interference between any two clipped items, these "New Merchandise to Sell" articles are printed on one side of the page only. Many of our readers have been in the habit of clipping from this section since it was first established. With the new standardized arrangement ELECTRICAL MERCHANDISING hopes to broaden its service in this department materially, and hopes that each of its readers may make the fullest possible use of the new service.



Time Switch for "Signless Nights"

From ELECTRICAL MERCHANDISING, January, 1918

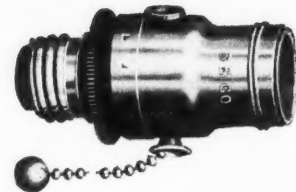
The Hartford Time Switch Company, 71-73 Murray Street, New York City, is bringing out a new type of time switch in order to meet the government requirements of a lightless night on Sunday and Thursday of each week. This switch, arranged to control the illumination in this manner, is so designed that after the present emergency has passed the switch can be readily changed over and become a switch operating each day. These switches are made in sizes ranging from 10 to 200 amp. They are single, double and triple pole and are declared to be dust-proof and weatherproof.

Multi-Catch Pull Socket and Swivel Attaching Plug

From ELECTRICAL MERCHANDISING, January, 1918

A new General Electric Company wiring device consists of a multi-catch pull socket and swivel attaching plug with current tap.

This device can be screwed into a socket and an electrical portable such as fan motor, piano lamp, etc., attached by means of a current tap without the loss of the light in the outlet and at the same time the advantage of a pull socket is gained.

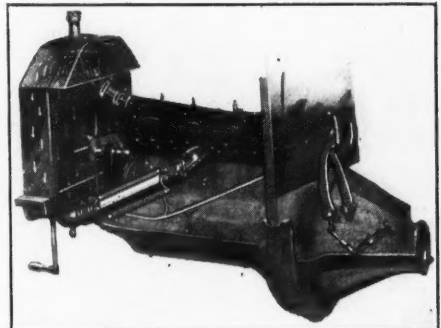


Ford Engine Heater

From ELECTRICAL MERCHANDISING, January, 1918

The cooling apparatus of the Ford car operates on the thermo-siphon system. It acts on the principle that hot water seeks a higher level than cold water—consequently at about 180 deg. Fahr. circulation commences. D. C. Hughes & Company of 4642 Ravenswood Avenue, Chicago, Ill., manufacture an "Electroford" heater for cold weather which, by heating the return pipe, simply continues this operation while the car is lying inactive in a cold garage. It is said to keep the engine warm and when needed is just as it was when it was left—hot, and ready to start.

The heater is installed by clamping the lower radiator outlet pipe as shown in the cut, fastening terminals to dashboard, and connecting the standard Edison attachment plug to any electric light socket, alternating or direct current.



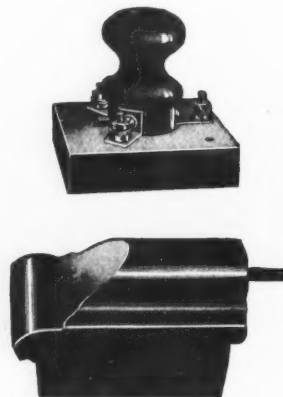
Service Receptacle

From ELECTRICAL MERCHANDISING, January, 1918

A heavy service receptacle mounted in a cast-iron box was recently placed on the market by the V. V. Fittings Company, 1910 North Sixth Street, Philadelphia.

The box is weatherproof and is arranged with a gravity closing lid which remains closed whether the plug is in or out. The receptacle is made of heavy slate thoroughly insulated from the box. The receptacle sets at an angle in order to permit an easy connection and disconnection of the plug. The binding posts for connecting wires are accessible and room is allowed for wiring. The plug is made of wood so as to stand rough handling and is arranged so that the polarity cannot be reversed.

The complete outfit is made in two, three and four-pole size, for 30 and 60 amp. capacities. It is made especially for outdoor work for use with portable motors, coal hoists, shipyards, boat-loading machinery, moving picture machine outfits, etc.

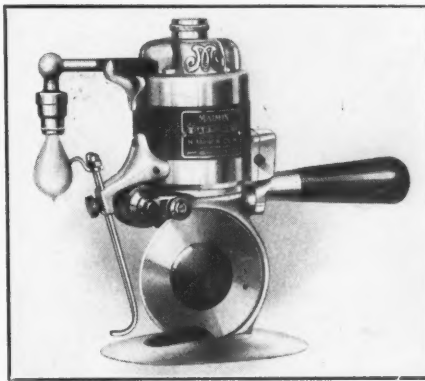


Simple Holder for Filing Drawings

From ELECTRICAL MERCHANDISING, January, 1918

The National Company, 275 Congress Street, Boston, Mass., is putting out a new device called the "Presto holder" for filing blueprints, drawings, etc. The holder consists of two wood strips between which the prints are clamped. It carries three locking devices, the middle one being located off center for convenience in clamping narrow prints. The locking mechanism has two parts, which are pressed as desired either to lock or to release the stud, which is securely fastened in the lower strip.

An index card holder is attached for filing purposes, and hooks are provided for hanging on the wall or in rows on a suitable rack.



Electric Bandage Cutter

From ELECTRICAL MERCHANDISING, January, 1918

An electric bandage and gauze cutter which is particularly adapted to Red Cross work is one of the latest developments of H. Maimin, Inc., 251 West Nineteenth Street, New York City. Accidental contact with the motor-driven knife is prevented by the use of a specially designed guard, which also carries a knife sharpener. The capacity of the machine, the manufacturer states, is such that it will cut 100 yd. of gauze or 50 yd. of muslin in three minutes. The machine can also be used for cutting out clothing in large quantities. A pilot or guide lamp is mounted so that its rays are cast in front of the cutting edge, eliminating the shadow which might otherwise be cast.

Electric Soldering Iron for Garages

From ELECTRICAL MERCHANDISING, January, 1918

The Dover Manufacturing Company, Dover, Ohio, is now offering the trade an electric soldering iron designed especially for use in garages and other places where intricate work is necessary. The iron contains a Veal heating element which is standard with the Dover company. A flanged copper core runs the full length of the heating element. The resistance coils are wound around a thin tube of vitrified clay. The insulating material is forced between the vitrified tube and the copper core and between the coils and the steel casing.

The heating element is sealed in the steel casing to prevent tampering.

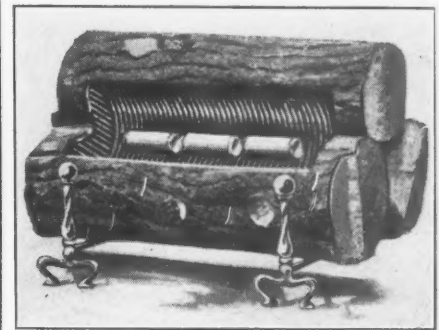
The copper soldering tips are made from drawn copper bars and are subjected to special heat treatment. The soldering tips screw into the copper core, and hence can be removed easily. Inside of the wooden handle is a fiber terminal point. The wooden handle unscrews so that the connection can be adjusted or renewed if necessary.



Electric Log

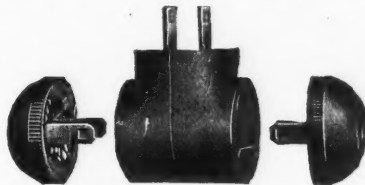
From ELECTRICAL MERCHANDISING, January, 1918

The Majestic Electric Development Company, 1705 Allegheny Avenue, Philadelphia, is making an electric log for use in home fireplaces. Three elements of 615 watts each are mounted in front of a polished copper reflector. A regulating switch gives combinations of one, two or three units. The complete log, which weighs 35 lb., measures 19 in. by 12 in. by 10 in.



Double Service Plug Receptacle

From ELECTRICAL MERCHANDISING, January, 1918



A "duplex adapter" which transforms a single outlet receptacle into a "double serv-

ice" receptacle from which two portable lamps or devices can be simultaneously fed, has been added by the Bryant Electric Company of Bridgeport, Conn., to its "Spartan" line of interchangeable receptacles and plugs.

The new device, which is known as the "KH Spartan Duplex Adapter," consists of a double receptacle and a "Spartan" plug combined. The plug can be inserted into any of the standard "Spartan" receptacles, and two outlets are then provided which will take any "Spartan" plug cap of either the "parallelblade" or "polarity" type. It can also be used in conjunction with the "Spartan" screw base adapter to transform an Edison screw base socket or receptacle to a duplex "Spartan." The adapter is National Electrical Code Standard.

Snubber for Guy Wires

From ELECTRICAL MERCHANDISING, January, 1918

The National Telephone Supply Company of Cleveland, Ohio, has developed a special device for use with a breaker in guy wires. This device consists of a one-piece malleable casting galvanized by the hot-dip process and made in three sizes for use with ¼-in. strand guy wire, 5/16-in. to ¾-in. strand guy wire and 7/16-in. to 1½-in. strand guy wire. The features of this device are pointed out by the maker to be its simplicity, its ease of installation and its ruggedness. There are no bolts or other parts to rust, corrode or get loose, and no special tools are required for its installation. Further, it is pointed out that this snubber does not break the galvanizing on the strand and saves 3 ft. of guy wire.

Portable Nitrogen Radiator

From ELECTRICAL MERCHANDISING, January, 1918

The Willis Manufacturing Company of Cleveland, Ohio, is offering to the trade the portable electric nitrogen radiator which is said to be the only auxiliary electric heating apparatus filled with nitrogen gas. It maintains an average temperature of 350 deg. Fahr., it is said. The radiator contains an electric heating element surrounded by nitrogen gas. The gas fills

the entire inside of the radiator, which is hermetically sealed. The gas serves to carry the heat from the heating element to the radiating surfaces at a temperature higher than that of a steam radiator. One feature pointed out for this device is that there is no way by which clothing, drapery or anything else can catch fire, as it has no exposed red-hot open wires. The cost of operation of this radiator is very low. The stock radiators are made in four, six, eight and ten sections. Special radiators may be built in any size or type desired.

Foot-Candle Meter

From ELECTRICAL MERCHANDISING, January, 1918

An instrument for measuring illumination intensities, based on an arrangement of



transparent paper and a standard lamp developed by Dr. Clayton H. Sharp, has recently been designed by the General Electric Company. Strictly speaking, the foot-candle meter, as the device is named, is not a substitute for the photometer. It is small and compact enough to be carried anywhere and used for approximate illumination measurements in places where a precision photometer would be unwieldy.

The instrument is contained in a neat black metal case and consists of a white opaque paper screen perforated by a line of round holes which are covered with transparent paper. This screen is fastened to a plate of glass fitted into an opening in the black metal case housing the entire instrument and is illuminated from below by a standard battery lamp of known candlepower. The opaque paper screen is illuminated by the light to be measured, and by comparison of the graded brightness of the holes with the uniform brightness of the surrounding portion of the screen some point of equality is found and a reading is thereby obtained directly in foot-candles from a calibrated scale which is printed on the screen beside the holes.

Insulating Material

From ELECTRICAL MERCHANDISING, January, 1918

A material which is known as "leatheroid" and comes in sheets of various thicknesses for use in place of fiber is now made by the Leatheroid Manufacturing Company, 43 West Sixteenth Street, New York City. This material is made in different colors, including black, reddish tan and gray. According to tests made by the Electrical Testing Laboratories, New York City, the dielectric strength of this material is about 350 volts per mil thickness. It is now being used by a number of large manufacturing companies as an insulating material.

Each item will fit a 3-in. x 5-in. standard filing card. Simply clip and paste on card (or loose-leaf sheet), filing under proper heading for ready reference when you want to buy. Continued on third and fourth pages following.

resulted in a complete victory for the regular ticket by very narrow majorities. The new officers are Fred M. Rosseland, president; E. A. Rummeler, first vice-president; Harry A. Porter, second vice-president; W. H. Hodge, secretary; Paul W. Koch and Arthur P. Nelson, trustees. The defeated candidates were: William H. Coleman for president; Perry A. Boole for vice-president; Norman F. Obright and Frank E. Johnson for trustees.

Co-operative Educational Electrical Merchandising Campaign Planned in California

Following a meeting of the executive committee of the Pacific Coast Section of the N. E. L. A. at San Francisco, Dec. 5, it was announced that plans for a general co-operative campaign had finally been completed and would be put into effect at once.

The move has the support of organizations of manufacturers, jobbers, central stations, and dealers and contractors. It contemplates educational work of a general character and is particularly directed toward securing higher efficiency in electrical merchandising.

The plans toward this end began to take definite shape when the California



The late Nat Wills used to say that Henry Ford has shaken more kinds of brimstone out of people than Billy Sunday ever did. When they ask Roi B. Wooley, former sales manager of the Standard Electric Stove Company, who recently returned from France, whether he ever "bagged" any Germans "over there," he says, "No, but I gave many of 'em a ride in my little old flivver," and nothing more need be said. There's a fellow named Wilde in the section to which Wooley was attached in France, and it was a treat, so the natives say, to see Wilde and Wooley piloting mad hack-fulls of "blessés" over the fine but shell-torn French highways. Wooley is now doing desk duty with the Society for Electrical Development.

nia Association of Electrical Contractors and Dealers put \$2,000 in the bank and notified the other branches of the industry that this money was ready for use in a general co-operative campaign to cover a twelve months' period if \$10,000 more would be subscribed by other branches of the industry, so that a total of \$12,000 would be available.

The desired total was subscribed as follows in addition to the initial \$2,000: Central stations, \$6,000; jobbers, \$2,500; manufacturers, \$1,500.

WILL SPEND \$1,000 A MONTH DURING 1918

These funds, averaging \$1,000 per month for the year 1918, will be administered by a joint committee representative of the contributing branches of the industry.

Two men are to be employed to cover different territories, each to be a manager of the work carried on in his section. It is understood, however, that the managers are to be accorded the heartiest co-operation by all concerned. They are to work on the problems of the contractor and dealer and of the central station without partiality, and each is to direct

his efforts first of all to securing a more widespread use of electrical energy, electrical appliances and supplies. Endeavor will be made to secure a more general and effective use of the latest and best methods of demonstrating appliances and dressing windows, as well as using advertising space and following approved trade methods.

"AN ALL-INCLUSIVE ORGANIZATION OF THE INDUSTRY"

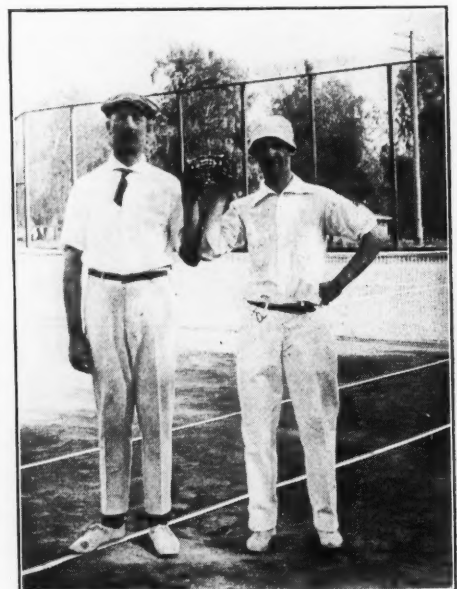
The next meeting of the Pacific Coast Section of the N. E. L. A. will be held simultaneously with a convention of the California Association of Electrical Contractors and Dealers at Del Monte, Cal., some time in April.

This is the first time that the two organizations have planned simultaneous meetings, and it is looked upon as a long stride toward "an all-inclusive organization of the electrical industry."

The Square D Company—The Detroit Fuse & Manufacturing Company, Detroit, Mich., announces that in view of the publicity already given its "Square D" trade mark, and the fact that it has discontinued the manufacture of fuses, the corporate name of the company has been changed from the Detroit Fuse and Manufacturing Company to the Square D Company. All future correspondence should be so addressed.



Somebody has suggested that what the electrical contractor needs is leaders—executives—men with square chins who know how to say "No." If anybody can't read resolutions on these two faces, he is hereby humbly advised to call upon Mr. Sleffert of Evansville and Mr. Meier of Indianapolis, the owners of these faces, and try to "unsell" them on the Goodwin plan. As the result of that interview he will learn that they know how to say "No."



P. H. Booth's favorite sport was baseball on the back lot until the year when, with C. H. Ripple, he won the doubles cup of the Hotpoint tennis club at Ontario, Cal. Booth's reputation as a heavy hitter still holds, however, and as vice-president and sales manager of the new Edison Electric Appliance Company, home runs by all the team will be the order of the day.



"Deliver the goods and hold out your right hand for the money." Thus may we sum up two important principles of salesmanship about which too little is written. To make for easier understanding of these principles, Bert Ewing, who sells lamps at Kansas City, consented to this especially posed photograph.

Kansas City Jovians Hold War Meeting

The Jovian Electric League of Kansas City, at its monthly meeting on Dec. 21, received a service flag with eleven stars from E. L. Foutch of the B-R Electric Company. The stars represent the following members who are now in service:

Charles R. Born, R. P. Bailey, R. H. Cowdry, Jr., F. W. Gary, A. E. Herzberg, P. J. Kealy, K. D. Klemm, W. E. Saylor, C. H. Taylor, W. S. Woodland, L. E. Shoemaker.

Two presidents of utility companies are included in this bunch—Philip J. Kealy, president of the Kansas City Railways Company, who is a colonel of infantry, and Karl D. Klemm, president of the Kansas City, Kaw Valley & Western Railway, colonel of artillery. W. S. Woodland (Stanley) was formerly superintendent of the safety department of the Kansas City Railways Company, and received his commission as lieutenant in the aviation department at Fort Sheridan recently.

At the meeting on Dec. 21 Capt. R. W. Simmie, M.C., formerly with the Canadian forces at the front, talked on "Trench Weapons and Warfare."

E. M. Olin, formerly superintendent of the test department of the Westinghouse Electric & Manufacturing Company at East Pittsburgh,

Pa., has been appointed superintendent and assistant treasurer of the Copeman Electric Stove Company of Flint, Mich. This company is a recently acquired subsidiary of the Westinghouse Electric Company. Mr. Olin, who is a graduate of Purdue University, will have full charge of the works at Flint, Mich., which manufacture the Westinghouse line of electric ranges. He succeeds D. W. Ovaitt, who has resigned.

S. V. Walton, of the Pacific Gas & Electric Company, San Francisco, has left the electrical industry to take up farming on a ranch on the Pacific Coast. Mr. Walton was a member of the executive committee of the Commercial Section of the N. E. L. A.

The St. Louis Jovian League held a very interesting meeting at the American Annex Hotel on Tuesday, Dec. 18, in which lady relatives and friends of the members participated. As it was the last meeting of the year it was designated "A Christmas Feature Meeting." George Platt Knox, assistant superintendent of public schools, St. Louis, was the speaker of the occasion and delivered a lecture, illustrated with slide pictures, entitled "Jerusalem to Bethlehem." The meeting was held under the auspices of the Allis-Chalmers Manufacturing Company, and was presided over by C. L. Orth, district manager of the company, assisted by



Adam Page and H. B. Rogers of the Edison Lamp Works discuss the recent 20-b'low weather and signless nights on lampless Broadway. Mr. Page seems to be taking it philosophically enough, though we admit our own opinion of this weather is about the same as that manifested by Mr. Rogers.

Herman Spoehrer, treasurer of the Union Electric Light & Power Company.

Alfred Whiteley, Inc., electrical contractor at 84 John Street, New York City, has developed a retail trade and is considering taking on some additional lines. Catalogs and price lists from various manufacturers of electrical devices and supplies are requested by Mr. Whitely.



Jobbers meet their competitors at golf, and competing contractors have their mid-summer outings, but the fellows who rival each other in the manufacture of washing machines in Iowa discuss their business differences over a nest of bowling balls. Moreover, the team also finds time to do a little bowling, as you may see from the fact that they own bowling shirts. The team members are Hugo Braunlich and John Paarman, Brammer Manufacturing Company; E. F. Voss and Harry Voss, Voss Brothers Manufacturing Company; Charles Tappert, White Lily Manufacturing Company, and O. B. Hampton, Driffell Printing Company. Howard Power of the White Lily Company is manager of the team.

And what does the B. V. W. stand for? Not, as you might guess, a brand of underwear! Not at all! It stands for Brammer, Voss and White Lily. Huh! That's easy.

Heavy Service Electric Dish Washer

From ELECTRICAL MERCHANDISING, January, 1918

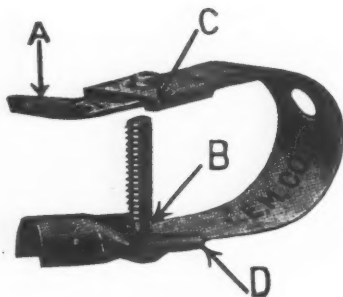
The Walker Brothers Company of Syracuse, New York, announces a new type of electric dish-washing machine designed for heavy duty work. The machine carries two tanks, a shallow one which is intended for rinsing only and a deep container in which the washing operation is performed. Water from the rinsing tank drains into the second and larger division from which soiled water is drained out. This arrangement, the manufacturer points out, facilitates the washing of dishes in large quantity. Two trays may be handled at one time and the washing and rinsing operations only require from one to two minutes' time. Each of the trays has a capacity of thirty-five to seventy-five pieces. Individual motors are directly connected with each tank. The entire machine occupies a space of only 2 ft. by 4½ ft. Convenient connections are provided for hot water drainage and electric current supply.



Ground Clamp

From ELECTRICAL MERCHANDISING, January, 1918

An improved design of ground clamps has been produced by the Connecticut Electric Manufacturing Company of Bridgeport, Conn. Attention is called to the construction shown in the accompanying illustration whereby the nut and screw are attached to the clamp itself, thus eliminating the possibility of the workman reaching the job with some of these parts missing. The sliding band or nut screw with undercut thread are also features which make this device easy to install. Referring to the illustration, A is a stop for the sliding band C, B the undercut screw which cannot drop out, and D a reinforced band giving strength under the screw head.



Washing Machine Motor

From ELECTRICAL MERCHANDISING, January, 1918

The St. Louis Electrical Works, 4060 Forest Park Boulevard, St. Louis, Mo., are manufacturing an especially designed washing machine motor rated at 1/6 hp. Patented skeleton construction makes the motor exceptionally light and at the same time rigid in construction. Laminations are made of special electrical iron, which, in combination with a patented winding, allows a very low iron loss and therefore high efficiency.

The rotor is keyed solidly on the shaft, which is mounted on ball bearings. The motor is entirely inclosed and waterproofed.

The windings are made of enameled wire with a treated cotton covering. The motor is of the split-phase type. The contacts of the centrifugal starting switch are of tungsten. The starting winding is of comparatively large wire and has a separate resistance unit to prevent burn-outs. With the specially designed rotor and stator winding, the starting torque has been made high for a motor of this type.

Drum Reverse Switch

From ELECTRICAL MERCHANDISING, January, 1918

One of the latest products of the Westinghouse Electric & Manufacturing Company of East Pittsburgh, Pa., is a small drum reverse switch for operating motors in machine-tool, wood-working and other services requiring reversing of the motors. The small size and neat appearance of this reverse switch make it especially adapted for mounting directly on the machine.

These switches are made for alternating-current or direct-current circuits. For alternating-current service and for direct-current service without dynamic braking they are provided with "forward," "off" and "reverse" positions. For alternating-current service the motor is connected directly across the line.

For direct-current applications with dynamic braking the switch handles have five positions as follows: "Forward," "drift," "off and brake," "drift," and "reverse." They may be used with automatic starters for shunt and compound-wound motors. With compound-wound motors having

Motor Protection System

From ELECTRICAL MERCHANDISING, January, 1918

A motor protective device which, it is claimed, does away with the trouble and expense of cleaning motors, reduces the temperature and increases the efficiency, allows the carrying of a large overhead without shortening the life of the motor, and eliminates fire hazards and loss of money due to breakdowns, is manufactured by the Motor Protection Company of Pawtucket, R. I. The usual type of installation consists of casings which inclose each end of the motor and make it dustproof, a fan attached to the end of the motor shaft, a dust separator and an air intake pipe running to a clean air supply, preferably out of doors.

When the motor is started the fan draws in air through the dust separator and forces it against the rear end of the motor, through the windings and out through the laminations. Part of the air is forced through a by-pass to the front hood so that the same action takes place on both sides of the motor. The equipment can be applied to motors without moving them and requires a very short time to install.

Portable Motor-Operated Bench Planer

From ELECTRICAL MERCHANDISING, January, 1918

The J. D. Wallace Company of Chicago has developed a portable motor-operated bench planer and joiner for light wood-working operations. The device and motor are a single unit with direct drive through a flexible coupling which delivers approximately 100 per cent of the power applied.

A feature of the machine is that three knives are operated on the cutter head if an alternating-current motor is used and two if a direct-current motor furnishes service. The direct-current motor makes 4000 r.p.m. and the alternating-current motor 3600 r.p.m. Fractional-horsepower motors made by the General Electric Company are used.

heavy series winding for tall-stock and cross-rail service they may be used to connect the motor directly to the line, either with or without resistors permanently connected in series with the armature.



Globe-Holding Clamp

From ELECTRICAL MERCHANDISING, January, 1918

A globe-holding clamp has recently been developed by R. C. Hager of Jersey City, N. J., which it is claimed will reduce the breakage of large outer globes for street lighting. The device consists of two sheet-metal semi-circular forms connected together at one side by a hinge and at the other by a catch. The inner edge of this form is shaped to fit the flange of the globe, while the outside edge is made to fit over the collar of the post. The outside edge of the form has three L-shaped slots, 120 deg. apart, which allows the form to go over the holding screens that project outward through the collar of the post.

After the form is clamped on the globe it is placed on the post, turned into position and held securely by lugs. It is made waterproof by the introduction of suitable material between globe and holder.



Table Stoves

From ELECTRICAL MERCHANDISING, January, 1918

A table stove which has a three-heat switch directly attached to it and made a part of the stove, so that the user can obtain any degree of heat desired, has been brought out by the Rutenber Electric Company of Marion, Ind. This stove is also supplied with custard cups which can be used for several different operations, such as poaching eggs, making cup custards, etc., and by using the deep pans on top of the stove, one turned over the other, this part of the stove can be made into a bake oven, baking such articles as biscuits, muffins, drop cakes, cookies, etc. The makers point out that it can be used for baking potatoes and other food.

A uniform degree of heat can be maintained, and the maximum temperature obtained is 660 deg. Fahr. The minimum temperature is 275 deg. Fahr., which gives an ample range for any baking operation desired.

Clip These for Your Card or Loose-Leaf File of New Merchandise

Lighting Fixture

From ELECTRICAL MERCHANDISING, January, 1918

The Doerr-Mitchell Electric Company of Spokane, Wash., has developed a lighting fixture which has been named the "Nitrolite." The fixture consists of a porcelain reflector or shade suspended upon a chain pendant or rod pendant, by means of an especially designed shade holder, and having suspended underneath, by means of three small chains attached to shade holder, a Monax glass diffusing bowl. The object of the combination is first to soften the glaring light from the nitrogen lamp by means of the diffusing bowl, and second, to increase downward lighting by redirecting the upward rays of light through the means of the porcelain reflector.

The reflector is sand-blasted on the under side, but is smooth on the upper side. The bowl is smooth on both sides. The latter can be raised or lowered or trued to a perfect alignment by means of three screws which pass through the shade holder and attach to the supporting chains of the bowl.



Threaded Catch Socket

From ELECTRICAL MERCHANDISING, January, 1918

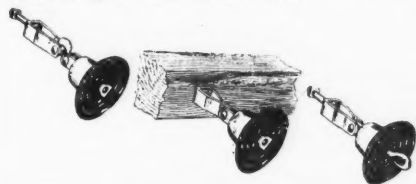
A threaded catch socket designed in such a way that it can be easily assembled and so that the shell cannot be pulled apart by many times the strain to which it will be subjected in service is now being made by the General Electric Company, Schenectady, N. Y. Lugs on the cap fit into the body of the shell and the threaded ring shown at the top of the illustration holds the cap firmly in place.

This improved socket design is offered in place of ordinary types where the threaded feature mentioned is essential. This type of socket is made in key, keyless, and pull designs and in locking types, key and keyless.

Dead-Ending Clevis

From ELECTRICAL MERCHANDISING, January, 1918

Dead-ending clevises that will anchor a metal-cap strain insulator with any one of the three types of connections, namely, eye, clevis and hook, on the end of a bolt through the side of a cross-arm or building are being manufactured by Hubbard & Company of Pittsburgh, Pa. These clevises are forged from flat steel, 1/4 in. by 1 1/4 in. and fit both 1/2-in. and 5/8-in. bolts.



Electric Washing Machine

From ELECTRICAL MERCHANDISING, January, 1918

The Automatic Electric Washer Company of Newton, Iowa, has just added to its line of dolly-type wooden tub machines two new models known as Nos. 9 and 10. The former is a belt power type for operation with gasoline engine or power such as furnished with some of the farm lighting plants, while Model 10 is the electric motor equipped machine for operation from any source of electric power, including farm lighting plants.

These machines are equipped with swinging wringers. The wringer swings to four different positions, is reversible, and the machine will wash and wring at the same time.

With these models it is possible to be washing one batch of clothes while wringing another from the rinse or blueing water. Both models are gear and chain driven, no belts being used.

Model 10 has adjustable casters, so that the height can be varied at will. The electric machines are equipped with Emerson motors and both models carry the usual guarantee of the Automatic Electric Washer Company, covering five years against defective material or poor workmanship.

Conduit Bushing

From ELECTRICAL MERCHANDISING, January, 1918

Walker Brothers & Haviland have recently placed on the market a new form of conduit bushing which they call a "Bushette." It consists of a drawn steel bushing the sides of which are knurled to fit gas pliers or to make the use of a screw driver easy for tightening the bushing in awkward positions. A steel cover is fitted tightly into the wire opening of the bushing. This cap absolutely prevents moisture, as well as dirt and plaster, from entering the conduit during construction, the manufacturer states. The cap has a wide flange so that it may be easily pried out of the bushing when ready to draw wires.

The fact that this fitting is delivered to the job with the cap in place makes it easy for the wireman to protect his conduit from obstruction. The caps are pressed into place just sufficiently tight to prevent any possi-

Separable Attachment Plug

From ELECTRICAL MERCHANDISING, January, 1918

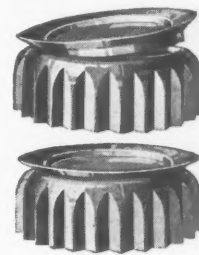
A recent addition to the line of the General Electric Company's separable devices is a porcelain twin-outlet separable attaching plug. By the use of this device two portables equipped with "Standard" caps can be used in the same outlet. A feature of this improved plug is length of the stem, which is of sufficient length to enable the device to be secured into a socket or receptacle having a shade attached.

Flux Paste

From ELECTRICAL MERCHANDISING, January, 1918

Flux paste which, it is claimed, does not eat nor rust copper, brass, iron, steel or any other metal has been developed by Hess & Son of Philadelphia. This paste as it evaporates leaves behind it a thin coating of clean, bright tin to which the solder takes readily. It is said that this paste will instantly tin a new, clean iron. Attention is called to the fact that this paste will not injure the most delicate fabrics, such as the silk insulation on electric wires.

bility of their being knocked out accidentally and at the same time making it easy to pry them out. The bushings are heavily galvanized before the caps are pressed into place, so that a perfectly smooth wire hole is provided for.



Flood-Lighting Unit

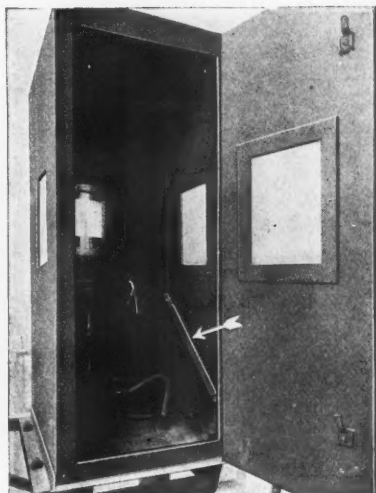
From ELECTRICAL MERCHANDISING, January, 1918

The Electric Service Supplies Company has placed on the market a floodlighting unit. This new type of projector is particularly designed for short-range work where a wide beam dispersion is desired. It is equipped with 14-in. long-focus-type parabolic reflectors, which project respectively powerful dispersed beams of rich golden light and white brilliant light.

This company in its recent catalog on

floodlighting projectors classified the different floodlighting subjects into two divisions, namely, those in which the human eye is brought into continuous use to observe detail and those in which the human eye figures only momentarily or where lighting the subject as a whole is the main consideration.

This new type meets a demand for a more powerful projector than any heretofore cataloged by this company, it being adapted to use with 50-watt to 1500-watt type C Mazda (or nitrogen-filled) lamps.



Steel-Jacketed Electric Heater Unit

From ELECTRICAL MERCHANDISING, January, 1918

The steel-jacketed electric heater unit shown in the accompanying illustration has been designed for use in all kinds of industrial plants. Some applications of the device are: crane cabs, valve, pump and meter houses, and theater ticket booths. The heater units shown are of 500-watt capacity, can be connected up in multiple to any a.c. or d.c. circuit where the voltage is not in excess of 250 volts. Only as many as are actually required need be installed, yet additions can be made easily. Just as lamps are placed singly or in groups in locations where light is required, so also are these units mounted singly or in groups in locations where heat is required. The units are flat like an ordinary meter, the dimensions being 3/18 in. by 1 1/2 in. by 23 3/4 in. Insulated eyelet holes permit the use of ordinary screws for mounting. Terminal connectors are placed at each end. These units are designed and manufactured at the New York works of the Cutler-Hammer Manufacturing Company, Milwaukee, Wis.

Each item will fit a 3-in. x 5-in. standard filing card. Simply clip and paste on card (or loose-leaf sheet), filing under proper heading for ready reference when you are in the market for electrical appliances or supplies.

"Win-the-War Meeting" of Western Electrical Inspectors

The thirteenth annual meeting of the Western Association of Electrical Inspectors will be held at Memphis, Tenn., on Jan. 29, 30 and 31. The officers are Emil Anderson, president; Frank L. Lucas, first vice-president; C. K. Cregier, second vice-president, and William S. Boyd, 175 West Jackson Boulevard, Chicago, Ill., secretary and treasurer.

The committee on arrangements for the Memphis meeting consists of W. R. Herstein, chairman; Carl K. Chapin, secretary; H. M. Davis, J. A.

tees: On outside wiring, F. W. Derby; on show window and display lighting, Fergus P. McGough; on installation and operation of induction motors, K. W. Adkins; on architects' specifications, F. H. Moore; on electric traction systems, F. R. Daniel, and on demand factor, Guy W. See.

Engineer Commissions Open to Drafted Electrical Graduates

Men selected for service in the draft army who possess diplomas from technical schools or who have technical knowledge fitting them for "shoulder

C. L. Funnell, Naval Aviation Detachment



After strenuous and continued efforts to land a job with Uncle Sam's Army or Navy, Charles L. Funnell, of the editorial staff of ELECTRICAL MERCHANDISING, on Dec. 15 secured an appointment in the Naval Aviation Detachment, and is now at Cambridge, Mass., taking a special course of instruction at Massachusetts Institute of Technology. Mr. Funnell is a graduate of Cornell. While there he was a member of the *Cornell Widow* board, and has since been a frequent contributor of prose and verse to *Life*, *Judge*, *Vogue*, *Vanity Fair* and other magazines, besides writing on automobile topics. Mr. Funnell's easy style and happy humor have also brightened many pages of ELECTRICAL MERCHANDISING, and his patriotic and untiring efforts to get into government service have had our best, if regretful, good wishes. His anxiety to get into war work is best reflected in the following verse, contributed to *Judge*, a month ago, when it seemed likely he would be granted an army commission.

LINES TO THE M. R. C.

By C. L. FUNNELL

Lieutenant Doctor Janeway, when you
rejected me
You protested at my left-hand tonsil's
size.

Examiner McLait, you marked me under-
weight,
And Captain Jones, you nicked me for
my eyes.

Of course you men of science are correct
as you can be;
Yes, each and every one of you is right.
Yet you docs must needs agree that a
couple of you three
Have slipped me 20-20 on my sight.

Likewise those of your number who
allowed my weight to pass
Were slightly more than sixty-six per
cent,
While the kick on tonsil's mass (little
play that blocked my pass)
Was made by just a single learned
gent.

So, feeling you'd exhausted all the com-
moner defects,
I filed another application blank.
Then Lieutenant White, M.D., placed a
clear O. K. on me
And it felt just like a million in the
bank.

Oh, my throat is full of tonsils
And my lungs are full of air;
My blood is full of corpuscles—
Both red and white are there;
My teeth are full of bismuth,
Antimony, lead and tin—
But I've squeezed into the Army
And the war will now begin!



And speaking of Doctor Cook, here are four gentlemen who, disguised as pioneers, have escaped the perils of the coal crisis by flivving to the northern wilds of Minnesota, where they can't have fires anyway, because it melts the igloo. In this photo, perpetrated in the interests of all sporting-goods stores, they stand from left to right, to wit, as follows: G. E. Smith, Minnesota Utilities Company, Bovey, Minn.; W. S. Garvey, Duluth office, Westinghouse company, Alex McDonald, general superintendent, and Mr. Kefgef (the local Irvin S. Cobb), auditor Minnesota Utilities Company. They say they shot some ducks.

Fowler, R. E. Moran, C. C. Pashby and C. J. Watson.

Following are some of the numbers on the tentative program: James F. Joseph, secretary conservation committee, National Board of Fire Underwriters, "Conservation"; A. R. Small, vice-president Underwriters' Laboratories, Chicago, "Underwriters' Laboratories and the Great War." Under the general subject "Rational Economies in Grounding," Carl K. Chapin of the Memphis Gas & Electric Company will discuss the central station's viewpoint. The electrical contractor's viewpoint and the Bureau of Standards' viewpoint will also be discussed, although the speakers have not yet been named. Reports will be made by the chairmen of the following commit-

tees: "are to be given an opportunity to qualify for commissions in the engineer corps, according to an announcement by the War Department.

Competitive examinations are to begin at all camps on Jan. 21. All who demonstrate their ability in the various branches of engineering are to be given commissions and assigned to commands where their technical knowledge will be available to the Government.

Recently the War Department consented to engineer students of draft age continuing their studies in technical schools, provided they enlisted in the engineer corps, which makes them subject to call when the national emergency develops their need or at the completion of their studies.

